

A LEGACY OF LEADERS:  
DEVELOPING LEADERS IN THE LOCAL CHURCH

A THESIS-PROJECT  
SUBMITTED TO THE FACULTY OF  
GORDON-CONWELL THEOLOGICAL SEMINARY

IN PARTIAL FULFILLMENT OF REQUIREMENTS FOR THE DEGREE  
DOCTOR OF MINISTRY

BY  
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MAY 2017



## CONTENTS

ACKNOWLEDGEMENTS	iv
ABSTRACT	vi
Chapter	
1. THE PROBLEM AND ITS SETTING	1
2. BIBLICAL AND THEOLOGICAL FOUNDATION	18
3. LITERATURE REVIEW	58
4. THE PROJECT	98
5. CONCLUSION AND OUTCOMES	108
Appendix	
A. LEADERSHIP DEVELOPMENT GROUP INFORMATION SHEET	183
B. BLANK SURVEYS	184
C. ANSWERS TO OPEN-ENDED SURVEY QUESTIONS	201
D. DISCUSSION QUESTIONS FOR FIRST TWO MONTHS	276
E. BIBLIOGRAPHY FOR LEADERSHIP DEVELOPMENT GROUP	278
BIBLIOGRAPHY	279
VITA	282

## ACKNOWLEDGEMENTS

I would like to thank my wonderful wife, Stacey, and my children Brennan, Dallas and Marlee for the support and encouragement they have graciously given to me throughout the pursuit of this degree. You gave me significant time to read, reflect, research and write. Without your love and support this thesis and degree would not be finished; I would have given up long ago. There are no words to adequately describe my appreciation and gratitude. I love you all more than words can describe.

I would also like to thank my parents, Bob and Etta Kastens, and my mother-in-law, RoseMarie Drogowski, for their constant encouragement. You cheered me on from a distance and knowing that helped me keep going.

So much credit for the success of this thesis-project goes to the ten individuals who were a part of the 2016 Leadership Development Group. This wonderful group of people included Joseph Chestnut, Jennifer Cosstick, Mike Felo, Katie Kramarczyk, Michael Mandella, Kandice McBrearty, Greg O'Neil, Shirley Paquette, Alex Pinnell, and Andrew Plummer. You not only participated in a leadership development program but you completed seemingly endless surveys as well as provided other helpful feedback and encouragement. Thank you for entrusting yourself to me and making this project even possible. I, as well as future leaders at Crossway, owe you a debt of gratitude.

In addition, I also need to thank the staff of Crossway for their patience and support during this project. I am grateful especially to my Administrative Assistant, Riani Martin, and our Executive Pastor, Nathan Andris. You undoubtedly carried an extra load

at times during my Doctor of Ministry studies and for that I thank you. I am also grateful to Adam Tomlinson for reading an early draft of chapter two and providing helpful feedback. In addition, I am grateful to the elders of Crossway for their support and encouragement throughout my studies. Mark Green, Paul Chervenak, Tim Lafferty, and Andrew Scott not only allowed me the bandwidth to pursue this degree but also encouraged me to do so. I hope and pray Crossway receives as much benefit from this as I have.

My gratitude also extends to Dr. Dave Currie, Dr. Ken Swetland, and Dr. Scott Gibson. You not only taught me in the classroom but you generously gave me your time outside of it for counsel and encouragement. You modeled ministry as much as you lectured about it, and I am grateful for your investment in me. I hope I can do for others what you have done for me. I am blessed to call you friends.

## ABSTRACT

Like every organization, churches need leaders. Pastors can sit back and hope leaders emerge on their own or they can take an active role in developing leaders, viewing it as part of their discipleship responsibility. As demonstrated in Scripture and in other literature, pastors who choose to be intentional about it will share leadership, develop people, and leave behind a legacy of leaders.

The goal of this thesis-project is to assess and evaluate a program designed to develop leaders at Crossway Christian Church, in Nashua, NH. This thesis-project will discuss what was discovered after working with a group of ten lay leaders over the course of one year.

## CHAPTER ONE

### THE PROBLEM AND ITS SETTING

#### **The Problem**

In 2009, Crossway Christian Church, in Nashua, NH, began a Global Outreach team. The team comprises approximately 6-10 people who oversee Crossway's global outreach efforts. The team was designed to help select organizations with whom to partner, communicate and work with those partners, organize and help lead any short-term trips, and keep the congregation informed and engaged. The team was formed around those basic tasks and these were to be divided up among team members. In addition, the desire was to find a lay leader who would provide leadership for the team.

I launched that team at the time and it has been handed off to various pastoral staff since then, as Crossway has grown. However, the current pastor overseeing it is still trying to find the right lay leader. The reality is that a pastor does not need to be leading that team. The right layperson could meet monthly (and as needed) with the team and provide the leadership it needs. However, a pastor is still directly leading that team. Out of all the people who have been on that team and are currently on that team, the right leader has not been identified, developed and released. It could be that some on the team are simply not the right person to lead it. It could be that others, who do have the ability, do not have the time given his or her family and work commitments. It could be that a capable person is unwilling to lead the team. For whatever reason, while the

pastor could be doing other things in ministry that only he can do, he continues to lead this team even though it is quite feasible for it to be led by a layperson.

Churches, like other organizations, need leadership. By leadership it is meant to be a person who takes responsibility for bringing a group of people together in such a way that a common purpose is achieved and each person grows in the process. Whether a church has a large staff or a bi-vocational pastor, the leadership needs of a church eclipse what the staff can provide. The pastor cannot do everything. More importantly, the pastor should not do everything. From its birth, the church has needed additional leadership, and therefore, faces the need to develop leaders. As Andy Stanley rightly points out, the church has been looking for additional leaders ever since Acts 6.<sup>1</sup> This thesis-project addresses the need for leaders in the local church and how one church evaluated and improved its leadership development program.

### Why Do Churches Need Lay Leaders?

It is worth asking, “Why does a church need lay leaders?” One answer was briefly mentioned above. A pastor, or even a large staff of pastors, cannot adequately accomplish all that needs to be done in a church. The pastor who tries to do everything by himself is a prime candidate for burnout and emotional breakdown. In addition, try as he might, he cannot do everything. People will not be cared for very well. Tasks will be

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<sup>1</sup> Andy Stanley, *The Next Generation Leader: 5 Essentials for those Who Will Shape the Future* (Sisters, OR: Multnomah Publishers, 2003), 25-26.



left undone. There is simply too much that needs to be accomplished. Therefore, one reason churches need lay leaders is simply to ensure the work of ministry is done.

Churches must also utilize lay leaders so the gifts and abilities of lay people are developed and deployed. If a pastor does everything, what is left for church members to do? The answer is, “Nothing.” If a pastor overreaches in trying to do more and more, she leaves less for lay people to do. When this happens, the gifts, talents, and abilities of lay people go undeveloped. They lie dormant, waiting for an opportunity to flourish.

A third reason churches need lay leaders has to do with the quality of tasks, events, programs and ministries. Simply put, when pastors share leadership in the church with lay people, the quality of the church’s ministry improves. Lay leaders have particular skills and abilities that are often better than what the pastor brings to the ministry. For example, suppose the pastor does not have organizational and event planning skills; releasing this task to a lay person who is skilled in this area will improve the quality of events at the church.

A final reason churches must utilize lay leaders is to help the pastor stay focused on his best contributions to the church. Each pastor has strengths in certain areas. In addition, a pastor needs to do certain tasks for the church to flourish. This is true even for staff members of a multi-staff church who, given their positions, need to do specific tasks in order for the church to thrive. When lay leadership is developed and deployed, it enables pastoral staff to focus on their own best contributions for the church.

## Why Do Churches Struggle to Use Lay Leaders?

If strong reasons exist for pastors and churches to develop lay leaders, why are more churches not developing and deploying them? There are several reasons for this. Some pastors have a personal need to do everything on their own. This can be an umbrella reason with a few things tucked underneath. A pastor's need to do everything herself can stem from a need for power and control. In order to develop and deploy lay leaders, a pastor must give up some power and control. This is too much for some pastors to bear, and because of it, she avoids developing others.

A pastor's need to do everything can come from perfectionism. Fear of something not being done well or correctly can cause a pastor to keep responsibilities on his plate, instead of delegating them to others. Unfortunately, it is not always a matter of keeping the quality high. Often, it is simply about a task being done the way the pastor wants it done. The reason given is that something needs to be done well, but in reality it is about the pastor's preference of how something should be done. In the end, lay leaders are not developed.

Still another reason churches struggle to develop lay leaders is because so much focus is placed upon building programs, instead of on people. It is very easy for pastors to focus on events and programs. How many people attended? Was it bigger than last year? How do we get more people to register? Does the logo look good? Is the title catchy? Some pastors become caught up in tasks and only think about people as an unfortunate necessity to successfully pulling off a program or event.

Perhaps, the biggest reason pastors struggle to develop lay leaders is because it is hard. It is easier to do something yourself. It takes time to develop, train, and release someone else to do the work of ministry. Developing someone also means one is adding the complexities of another relationship into one's life. That relationship must be cared for and managed. The short-term investment of time and effort is intense and the payoff delayed. The bottom line is developing other leaders is hard.

Of course, it would be negligent to place all the blame on pastors. Some pastors strive to develop leaders yet run into resistance from the church. Some church members believe they pay the pastor to do everything so why should they step up to help. In fact, some church members are offended if someone other than the pastor visits them in the hospital. If they feel that way, surely others in the church do not want a layperson like them showing up to do something. These church members believe the pastor possesses spiritual superpowers or some direct line to God that renders their own contributions unnecessary and unwanted.

Other church members do not wish to be bothered. They have jobs and families. They are required to work the concession stand at little league games and make items for the PTO bake sale. When it comes to church, they simply want to enjoy the service on Sunday morning without being involved beyond that. Many would rather give more money so more staff could be hired than give of their time.

Still other church members do not believe they have anything to offer. When they look in the mirror they see all they cannot do rather than the gifts and skills God has given them. Along this same line, some do not feel trained. They might be willing but do

not feel equipped. So the responsibility for a lack of lay leaders in the church is not solely upon the pastor. Often it is a combination of many of these reasons but the bottom line is still that many churches struggle to utilize lay leaders.

### How Do Churches Find or Acquire Lay Leaders?

Suppose a pastor or church decides it is worth spending resources to develop leaders. They are willing to fight through the difficulties and hardships in order to develop lay leaders. Where do these leaders come from? How can a church find them? These important questions still remain.

Sometimes, people step into the church as gifted or capable leaders. A man or woman moves to town from another state and becomes a part of a local church. They may very well step into ministry as a gifted and trained leader who is ready to serve. Often, these gifted leaders identify themselves fairly early. If they are prepared and ready to serve, they typically do not hide in the shadows. Their new church benefits from the development work someone else has done in their life. This can be a great gift to the church.

Sometimes, a church is blessed when a gifted leader comes to faith in Christ. Their leadership skills were developed along the way in school or college. Maybe they were involved in leadership development programs at work. They were already solid leaders prior to following Christ, and the church is a grateful beneficiary. Perhaps those skills were enhanced with the spiritual gift of leadership when they came to faith, and

now they are used in the church. Again, the church is the fortunate recipient of a great gift.

Sometimes, leaders arise organically. Whether it is in a church, workplace, or civic organization, some people simply rise into leadership and lead well. Sometimes, the person is a novice leader who accepts a small task or assignment. Whether they handle it well or not, they learn and grow through the experience seemingly all on their own. Over time, a leader can grow and develop without involvement or interference. Men and women with leadership abilities can, and often do, rise to the occasion in businesses, schools, and civic organizations. Likewise, it is not uncommon for leaders to rise up within a local church.

A church can also find leaders by intentionally developing them. Those who intentionally develop leaders refuse to leave leadership development to chance. They refuse to rest the future success of their church on the mere hope that leaders will develop organically. Leaving it to chance means that, at worst, leaders may not develop at all. At best, unintentional approaches to leadership development take a great deal of time before any payoff occurs. In addition, when a pastor leaves leadership development to chance, she does not know what kind of leader she will get. If a pastor strives to intervene and to do something to develop leaders, then what they do can be assessed and evaluated. With this in mind, the focus of this thesis-project is to assess and evaluate an intentional leadership program in a local church setting.

## The Setting

Crossway Christian Church is located in Nashua, NH. I currently serve Crossway as the lead pastor. Crossway has a need for leadership beyond that which a single pastor can provide. However, this problem is nothing new; it dates back to the very beginning of the church.

## The Beginning

The church began in October of 1995 and recently moved into its third decade of ministry. Due to the generosity of Christians and churches across the United States, Crossway was able to begin with three full-time staff members. While this was a tremendous advantage, the three staff members were still unable to do all that was needed to start a church. Through referrals and contacts made in the community, the church was able to connect with local Christians who were interested in being part of a new church. Their networking provided fifty people to be a part of their launch team. In addition, area churches sent volunteers to serve in key volunteer roles, without whom the church would never have gotten off the ground. Through various means from personal invitation to direct mail marketing, over 500 people were present on opening day in two worship services.<sup>2</sup> Although the attendance dropped and settled into a regular pattern in the following months, there was a consistent need for more leaders.

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<sup>2</sup> This number included the launch team, those assisting from other churches, and those who came from Nashua and the surrounding area.

In June of 2000, the planting pastor resigned of his own decision. The remaining pastoral staff now totaled three. Along with an internal leadership team, they continued the ministry of the church while a search began for a new lead pastor. Once again, these six people could not lead every ministry in the church. However, several lay leaders emerged and helped carry the load of leadership. A few ministry teams were organized and led by lay people who stepped up to the challenge. The search process for a new lead pastor was over in approximately 15 months, but the need for additional leaders never went away.

### New Leadership

I arrived in October of 2001 to serve as the lead pastor. At that time, the church averaged 275 people on Sunday morning in two services. Even though we were blessed with multiple staff, there was still more to be done than four pastors could accomplish. There was a great deal of dependence upon lay leaders to assist with the work of ministry. This included not only weekly ministry needs, but also the search for a permanent home. From its beginning, Crossway met in leased warehouse space. While this space provided a 24/7 presence in the community, it did not adequately meet the church's long-term needs. In addition, the offices and elementary aged Sunday school was located in another building across a side street. The elders and staff recognized, along with the rest of the congregation, that a larger and more conducive space was needed to fulfill the calling God has given the church.

The lead pastor leaned upon two men in the church with experience in real estate, construction, and development. They began looking for land on which Crossway could build or for an existing building better suited to the church's needs. The pastoral staff lacked the experience, connections, and time to accomplish this, and these two leaders provided crucial assistance. During this time, the church conducted a capital campaign to enable the purchase to take place when the right property was discovered. This campaign used many different teams, just about all of them led by lay men and women.

In late 2006, Crossway purchased 12 acres of land in Nashua on Main Dunstable Road and moved into a new building in December of 2007. The attendance averaged 333 during the final year in the warehouse. After moving into the new building, attendance climbed to 410 in the first six months, and 439 a year later. During the summer of 2008, just six months after moving into the building, the economy dipped into a recession. The church continued to grow in attendance, but could only afford to hire one additional part-time pastor. In fact, by the spring of 2011, Crossway's Sunday attendance had almost doubled from the time they moved into the new building. However, Crossway was unable to add additional staff due to the recession. During this time, lay leaders and volunteers were extremely important. As the church grew and its ministry expanded, leaders had to come from volunteers because the church was simply unable to hire additional staff.



## Going Multi-site

In the fall of 2012, Crossway launched a second campus in downtown Nashua. The decision to utilize a multi-site strategy was based upon two factors. One, the elders felt the church was not reaching people in the downtown area. While only six to seven miles away geographically, there was a much larger socio-economic gulf. Perhaps, this gulf was a barrier that kept the people of downtown from attending the location on Main Dunstable Road. Also, many residents in the downtown area do not have personal transportation, and the public transit system does not run on Sundays. This would keep many people from attending. In addition, few Crossway people lived in the downtown area. The lack of proximity and interaction with people who live downtown made it difficult to build relationships with them and to invite them to church. No doubt there were other reasons, as well. Regardless, the church felt some of these barriers could be eliminated with a downtown location.

The second reason to employ a multi-site strategy was practical. Crossway was running out of seats at the Main Dunstable Road location. When a sanctuary or auditorium is 80 percent full, a typical church struggles to attract and retain guests. We were consistently experiencing greater capacities in two of our three services. Crossway's elders and staff felt a second location would not only reach an area they struggled to reach, but it would also free up seats at the Main Dunstable Road location.

Approximately 90 pioneers from Crossway launched the Downtown Campus in the fall of 2012. The Main Dunstable Road location became known as the Pond Campus. Crossway now offered two services at the Pond Campus and two services at the

Downtown Campus. Adding a second location, as one might expect, doubled the need for volunteers and leaders.

Over the next year, the seats vacated by the Downtown pioneer team were filled by new attenders at the Pond Campus, and a third service was re-introduced. Adding a service, like adding a location, called for more volunteers and leaders. In addition, talk began of adding a third location in Milford, NH in the fall of 2014. Milford is approximately a 30-minute drive to the west. This time, Crossway sent 125 pioneers to launch the Milford Campus, with most of them from the Pond Campus. In addition, a Thursday night service was introduced at the Pond Campus in the fall of 2014. This service provided an alternative for people who could not attend Sunday services or who need to travel on the weekend. The primary reason, however, was to record the sermon in high-definition (HD) onto a solid-state drive (SSD) for playback at the Downtown and Milford campuses.

Therefore, the fall of 2014 saw the launch of the Milford Campus of Crossway Christian Church. As a result, Crossway now offered seven services each week at three different campuses on two different days. The number of volunteers, teams, and leaders needed simply to offer all these services at three locations was significant. When one factors in small groups and other ministries that operate outside of a worship service, the number of necessary leaders increases substantially. The bottom line is that lay leaders are essential for Crossway, and they have been throughout the history of the church.

Today, Crossway has a weekly attendance of approximately 850 people. With an annual budget of \$1.6 million, Crossway is blessed with the ability to hire staff to assist in

leading the church. Currently, counting all three locations, we have eight full-time pastoral staff, three part-time pastoral staff, and several part-time staff in various supporting roles. Even though we are blessed with a wonderful staff, the leadership demands of Crossway exceed what the paid staff can handle. Crossway is an elder-led church with five elders, including the lead pastor. The leadership needs of the church still stretch beyond what the paid staff and elders can provide. Crossway has a need for leadership beyond which a handful of people can provide. If the church is blessed with future growth, it is essential that additional leaders be developed and deployed.

Over time, leaving leadership development to its own evolutionary process had produced some leaders at Crossway. However, this leaves too much to chance to adequately meet the current and future leadership needs of our church. Therefore, I initiated an intentional leadership development program to officially begin in January of 2016. This program seeks to produce more, and better, leaders for Crossway. I must spearhead the effort to raise up new leaders through intentional investment in, and engagement with potential and emerging laypeople over a set period of time. As this happens, it is important to assess and evaluate which practices are most beneficial for the development of these leaders.

Developing and deploying leadership is not just a tremendous need; it is also a tremendous opportunity. As Andy Stanley writes, “Leadership is about multiplying your efforts.”<sup>3</sup> To do this well is a sign of great leadership. In fact, as executive coach, Rob

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<sup>3</sup> Stanley, *Next Generation Leader*, 23.

McKinnon states, “Great leaders leave a legacy of more great leaders.”<sup>4</sup> Similarly, Stanley writes, “Great leaders work through other leaders, who work through others.”<sup>5</sup>

Intentionally developing and deploying leaders is the foundation for the future ministry of Crossway. It is important to do this well and lay a strong foundation for the future of the church.

### **This Thesis-Project**

In an effort to intentionally develop leaders, this thesis-project evaluates a program implemented at Crossway that strives to do just that. This intentional leadership development program seeks to produce more and better leaders for our church. However, it is also important to evaluate the effectiveness of the program and its elements. One cannot assume what is being done is the most effective way to accomplish the desired results. Evaluation and assessment of the program, with a drive toward continuous improvement, is essential. Leadership development at Crossway can be enhanced through an intentional program that is evaluated and improved.

The program to be evaluated involves a group of lay leaders from Crossway Christian Church. As will be discussed in more detail later, the program consists of a group of leaders learning and growing together over the course of one year. The group will meet together monthly to discuss books they were asked to read on the topic of leadership,

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<sup>4</sup> Rob McKinnon, “CEO Non-Negotiable #3,” accessed July 13, 2016, <http://mckinnoncompany.com/ceo-non-negotiable-3/>.

<sup>5</sup> Stanley, *Next Generation Leader*, 23.

leadership realities they are facing, and life situations and struggles they are facing. At these gatherings, they have the opportunity to reflect on and speak to issues brought up in the group. In addition to the group meetings, each participant will be paired up with another participant for separate one-on-one meetings. The purpose of these meetings is more casual and informal, but the hope is that they can develop a closer relationship with one other person who will enhance learning throughout the year, and who can serve as a future encouragement to them in terms of life and leadership.

In addition to an evaluation of this program, this thesis-project will examine the biblical and theological foundations of leadership development. It will look at some didactic teaching of the Bible on leadership development and mentoring. Attention will also be given to examples of leadership development found in Scripture. Both the Old Testament and the New Testament contain examples where leaders are developed. What can be learned from these instances that can improve and enhance leadership development at Crossway? One important theological issue to be considered is the priesthood of believers. This examination will either encourage or discourage the development of lay leaders.

The literature review of this paper will survey some relevant writing surrounding leadership development. A great deal has been written about leadership. While this review cannot comment on everything written, it should give the reader a sense of what is available on the subject of leadership development. This thesis also provides the reader with the bibliography from the 2016 leadership development group. An evaluation of these books will be provided in the final section.

Also in the final section, this thesis will examine the results of this program evaluation. What has been learned as a result of this study? What do the participants think about the program? How do they suggest improving it? I will also share my learnings and thoughts about the program and how the program can be improved. As a result, what changes will be made going forward in this program?

As I embark on this thesis-project, I anticipate my study to show strong biblical support for developing leaders. I believe Scripture's didactic teaching and living examples will support this finding. It is expected that the doctrine of the priesthood of believers will also lend support to leadership development. In addition, I expect the relevant literature to also support the importance of leadership development. I also expect the literature to provide different ideas and opinions as to how leaders can or should be developed. The expectation is to find varied approaches to leadership development. I also anticipate to discover a variety of things about our program of leadership development as it now exists. There will be things we are doing that are good and should be continued, and less effective things that should be dropped. There will be other elements that are good, but which could be even better if they were adjusted in some way. All in all, I expect to find a good leadership development program that can be made even better through this study.

As this leadership development program grows and develops there will be many benefits. Certainly Crossway will benefit. The pastoral staff will be freed up to focus on their unique contributions to the church without burning out. The gifts and talents of lay leaders will be deployed making the ministry more fruitful and allowing it to expand

beyond the abilities of the pastoral staff. More and better lay leaders will also assist Crossway in accomplishing her mission of helping people take next steps with Jesus.

Beyond this, however, this leadership development program will help raise up stronger Christian men and women. Participants in this program are husbands and wives and moms and dads. They are friends and neighbors. They are bosses, employees and co-workers. They are civic leaders, coaches and volunteers. If the character and competencies of Christ-like leadership can be built up and strengthened in them the ripple effect will impact countless lives, many of whom may never walk through the doors of Crossway. Building Christ-like leaders is building the Kingdom.

## CHAPTER TWO

### BIBLICAL AND THEOLOGICAL FOUNDATION

When looking at leadership development in the local church, it is important to consider the biblical and theological foundations. What does the Bible say about leadership development? What theological ideas undergird leadership development? The Bible has significant lessons to teach in regards to leadership development. This chapter examines biblical principles such as share leadership, develop people, and a legacy of leaders.

#### Share Leadership

The Lone Ranger is an iconic character in American culture, portrayed on radio and television, as well as in books and movies. While his name originated because he was the lone survivor of six Texas Rangers who were ambushed,<sup>1</sup> common belief holds that he got his name because he worked alone.<sup>2</sup> Perhaps, this is one reason for his popularity in America. Americans are drawn to the idea of a self-sufficiency that is entirely capable on its own and needs no one else.

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<sup>1</sup> James Lachno, "The Lone Ranger: 10 Things You Never Knew," *The Telegraph*, posted June 2, 2011, accessed September 30, 2016, <http://www.telegraph.co.uk/culture/film/8552851/The-Lone-Ranger-10-things-you-never-knew.html>.

<sup>2</sup> Of course, one has to wonder how he works alone if Tonto, his faithful friend, is always by his side.



However, a significant principle which must be understood, if leadership development is to occur, is simply that good leaders share leadership. One should not lead alone. There should be no Lone Rangers - as Americans tend to understand him - in leadership, especially leadership of God's people. This principle is evident in the lives of Adam and Eve, Moses, Jesus, and the Apostles.

### Adam and Eve

In the very beginning God creates a human being as the pinnacle of his creation.<sup>3</sup> Mankind is given the final place in the creation order of Genesis 1. He is created in the image of God himself. Made in the image of God he was created to rule over or have dominion over all living things.<sup>4</sup> The word used there is *רָדָה*, which can mean to "rule, govern."<sup>5</sup> He is to rule or govern all living things and he demonstrates authority over them. He is to work and care for the garden.<sup>6</sup> In Genesis 2 the man exercises authority by naming the animals.<sup>7</sup> Man was created, in part, as a leader over God's creation.

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<sup>3</sup> Genesis 1:26-28.

<sup>4</sup> Genesis 1:26, 28.

<sup>5</sup> William L. Holliday ed., *A Concise Hebrew and Aramaic Lexicon of the Old Testament* (Grand Rapids, MI: Eerdmans, 1988), 333.

<sup>6</sup> Genesis 2:15.

<sup>7</sup> Genesis 2:19.

In Genesis 2:18 we read, "The LORD God said, "It is not good for the man to be alone. I will make a helper suitable for him."<sup>8</sup> Throughout the creation narrative of Genesis 1 God repeatedly saw that things were good. In the very end he saw that things were *very* good.<sup>9</sup> But here, in Genesis 2:18, is the first thing mentioned in the Bible that is not good. God saw that it was not good for man to care for and rule over creation alone.

So God declared a solution to this dilemma. God would make a helper for him. When no helper was found for Adam among the animals God created Eve from Adam's rib.<sup>10</sup> The word for helper, עֵזֶר in the Hebrew, means just that, "help, support."<sup>11</sup> This is not a derogatory word for this word is used of God himself.<sup>12</sup> It does not refer to someone as being underneath or less than someone else. It literally means a helper. Adam and Eve shared leadership over God's creation.

In the fall, which was also a shared fall as Adam was "with her"<sup>13</sup>, the shared leadership of God's creation takes a blow. While the full extent of the fall cannot be discussed here, it does have an impact on shared leadership. In his remarks to the woman God said, "Your desire will be for your husband, and he will rule over you."<sup>14</sup> The

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<sup>8</sup> Genesis 2:18. Unless otherwise noted, all Scripture quotations taken from *The Holy Bible: New International Version (NIV)* (Colorado Springs, CO: International Bible Society, 1984), BibleWorks, v.10.

<sup>9</sup> Genesis 1:31.

<sup>10</sup> Genesis 2:20-23.

<sup>11</sup> William L. Holliday ed., *A Concise Hebrew and Aramaic Lexicon of the Old Testament* (Grand Rapids: Eerdmans, 1988), 102.

<sup>12</sup> Exodus 18:4.

<sup>13</sup> Genesis 3:6.

<sup>14</sup> Genesis 3:16.

word for rule is the Hebrew word, מָשַׁל, which means to “rule, govern.”<sup>15</sup> While this same root is used in Genesis 1:16, “the greater light to govern the day,”<sup>16</sup> it is not the same word used in Genesis 1:26 and 28 where God says, “let them rule over the fish....”<sup>17</sup>

Nevertheless, the intended shalom of shared leadership was shattered in the aftermath of sin. The dream and beauty of shared leadership, in the home and elsewhere, is broken. Leadership and working together as *helpers* is now very difficult. But the point should not be lost. God’s created intention was for human beings to not lead alone. Being alone, and leading alone, was *not good* in God’s eyes. God created Adam and Eve. The Lone Ranger was our creation. God’s created intention was shared leadership. The leaders who follow do not share leadership simply because it works better. They share leadership because it reflects humanity’s original created design. Human beings were created to share leadership.

### Moses

Moses had to learn this the hard way, which is how many leaders seem to learn it. Moses clearly tried a Lone Ranger approach in Exodus 2 and it did not go so well.<sup>18</sup> He ended up running for his life. Even years later he still tries to do things by himself. After

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<sup>15</sup> William L. Holliday, ed., *A Concise Hebrew and Aramaic Lexicon of the Old Testament* (Grand Rapids: Eerdmans, 1988), 219.

<sup>16</sup> Genesis 1:16.

<sup>17</sup> Genesis 1:26.

<sup>18</sup> See also Acts 7:24-29.

Moses led the Israelites out of Egypt, through the Red Sea, and into the wilderness, Jethro brings his daughter and grandchildren to rejoin him.<sup>19</sup> After celebrating all that God did to rescue the Israelites and sustain them on their journey, Moses sat as judge before the people. Seeing this, Jethro said, "What is this you are doing for the people?"<sup>20</sup> This is a great question for leaders to periodically ask. What is this you are doing for the people? If leaders get too far from asking and honestly answering this question, their leadership will be dangerous. Leadership is not about the leader, but about the people they are leading.

In verse 15, Moses answered him, "Because the people come to me to seek God's will."<sup>21</sup> Moses goes on to explain the details, but verse 15 says enough. Moses says, "Because I am the guy who can do this. I'm the guy who knows." As Ruth Haley Barton describes, "Moses' answer betrayed a touch of that oh-so-satisfying feeling of indispensability."<sup>22</sup> This is a tremendous trap for leaders, especially pastors. "I am the only one who can do it." "It cannot be done without me." Unfortunately Moses is not the only one to battle this.<sup>23</sup> Jethro points out the foolishness of such thinking, saying, "What

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<sup>19</sup> Exodus 18.

<sup>20</sup> Exodus 18:14.

<sup>21</sup> Exodus 18:15.

<sup>22</sup> Ruth Haley Barton, *Strengthening the Soul of Your Leadership: Seeking God in the Crucible of Ministry* (Downers Grove, IL: IVP Books, 2008), 102.

<sup>23</sup> I have battled this myself over 28 years of full-time ministry. Other friends in ministry have shared similar struggles.

you are doing is not good. You and these people who come to you will only wear yourselves out. The work is too heavy for you; you cannot handle it alone.”<sup>24</sup>

Jethro does not simply criticize Moses, however, he also offers him an alternative approach. “Listen now to me and I will give you some advice, and may God be with you.”<sup>25</sup> Jethro goes on to outline a way Moses could share leadership throughout the people of Israel by appointing leaders over thousands, hundreds, fifties, and tens. The simple issues could be handled quickly and easily by leaders close to the situation. As the complexity of an issue increased, the issue was passed on to another, more experienced leader. Only the toughest and most difficult cases were handled by Moses. Moses realized that many things can be handled by others, and they need to be handled by others, because it is necessary for leaders to share leadership.

Yet, notice Moses does not select just anyone. Rather, Jethro instructs him to “select capable men from all the people-- men who fear God, trustworthy men who hate dishonest gain.”<sup>26</sup> The word for capable, **יָחִי**, here refers to a person’s capacity or power.<sup>27</sup> Jethro clarifies the kind of capacity for which Moses should look - “men who fear God, trustworthy men who hate dishonest gain.”<sup>28</sup> The power or strength of these men is to be their character. Moses has something to look for in terms of people to

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<sup>24</sup> Exodus 18:17-18.

<sup>25</sup> Exodus 18:19.

<sup>26</sup> Exodus 18:21.

<sup>27</sup> Holliday *Hebrew and Aramaic Lexicon*, 102.

<sup>28</sup> Exodus 18:21.

develop. The same word is used in Exodus 18:25 to describe the kind of men Moses chose.

This episode teaches that other leaders should be developed so the leader is not buried under the burden of the task. When this happens everyone wins; the leader, the people and those selected to be developed. There is a limit to what one person can do, but exponentially more can be accomplished when the one shares the task with others who do what they can and are called to do.

In Numbers 11, Moses has another interesting encounter regarding the sharing of leadership. The Israelites once again are complaining against Moses and God. Numbers 11:4-6 reads, "If only we had meat to eat! We remember the fish we ate in Egypt at no cost-- also the cucumbers, melons, leeks, onions and garlic. But now we have lost our appetite; we never see anything but this manna!" Moses has endured all he can from these people and he cries out to God:

Why have you brought this trouble on your servant? What have I done to displease you that you put the burden of all these people on me? Did I conceive all these people? Did I give them birth? Why do you tell me to carry them in my arms, as a nurse carries an infant, to the land you promised on oath to their ancestors? Where can I get meat for all these people? They keep wailing to me, "Give us meat to eat!" I cannot carry all these people by myself; the burden is too heavy for me. If this is how you are going to treat me, please go ahead and kill me-- if I have found favor in your eyes-- and do not let me face my own ruin.<sup>29</sup>

Verse 14 is the key: "I cannot carry all these people by myself; the burden is too heavy for me," Moses says. Leadership in the kingdom of God is never intended to be solitary confinement. God's instructions to Moses are very clear:

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<sup>29</sup> Numbers 11:11-15.

Bring me seventy of Israel's elders who are known to you as leaders and officials among the people. Have them come to the tent of meeting, that they may stand there with you. I will come down and speak with you there, and I will take some of the power of the Spirit that is on you and put it on them. They will share the burden of the people with you so that you will not have to carry it alone.<sup>30</sup>

Moses obeys God's instructions, and he once again has help shouldering the burden of leadership.

There are several things to note from this passage. Once again, leadership should be shared. A clear point of this commissioning is that these seventy will share the burden of the people so that Moses does not have to carry it alone. Great leaders need other leaders. Second, when there are leaders among you, allow them to lead. Moses is not instructed to find raw recruits, develop them, and then release them to lead. Apparently, there were those among them who were known to be leaders and officials. God says to rely upon people in whom you have seen leadership. They can be counted on.

The seventy were commanded to stand at the tent of meeting with Moses. The tent of meeting symbolized God's presence among the people. For these seventy leaders, standing with Moses there in front of God's presence gave them credibility. They could more effectively carry out their responsibilities because all the Israelite people, Moses included, witnessed their validation in God's presence. For new leaders to lead, those they are to lead should see they have the backing of existing leaders. If an existing leader is not willing to stand with an emerging leader in God's presence, then that person will

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<sup>30</sup> Numbers 11:16-17.

struggle in their leadership. Support of existing leadership is crucial to the success of a new leader.

Finally, the careful reader will not miss God's involvement here. Clearly, this is God's strategy to address Moses' burnout. Yet, God is involved in more ways than simply providing Moses with a strategic blueprint; God is going to affirm them and strengthen these seventy by giving them a portion of his Spirit. He enables them to prophesy, something they could not do on their own. The point is clear to them, Moses, and the Israelites: God will be with them in their task of leadership and they have his endorsement.

At the end of this episode, there is something crucial that must not be missed. Two men who were listed among the seventy did not go out to the tent of meeting. They remained in the camp. Still, God's Spirit rested on them, and they too prophesied. When Joshua heard about this, he encouraged Moses to put a stop to it.

Moses replied to Joshua in Numbers 11:29, "Are you jealous for my sake? I wish that all the LORD's people were prophets and that the LORD would put his Spirit on them!" Moses is not fearful or threatened by these two men. Instead he wishes for more like them. Leaders who are fearful, insecure and/or jealous will squelch other leaders who begin to emerge. Insecure leaders want the focus to be on them and they do not like to share the spotlight or the Spirit. Leaders will only be able to stand under the burden of their task when they share leadership. Leaders who are fearful and insecure will not be able to tolerate other leaders around them. Therefore, fearful and insecure leaders will



always feel the unnecessary weight of leadership's burden. The leader who hordes the spotlight and power also hordes the burden.

## Jesus

The principle of shared leadership is also evident in the ministry of Jesus. Although the cross was something that Jesus would have to endure on his own, early in his earthly ministry he surrounded himself with disciples. The calling of the twelve in Mark 3:13ff. speaks to this reality. "Jesus went up on a mountainside and called to him those he wanted, and they came to him. He appointed twelve that they might be with him and that he might send them out to preach and to have authority to drive out demons."<sup>31</sup>

Jesus invited twelve men to join him and those twelve men responded. Verse 14 tells us why he calls and appoints them. There are two primary reasons according to this passage indicated by the two ἵνα<sup>32</sup> clauses indicating purpose. The first is to be with him, and the second is to send them out. It is easy to focus attention on the tasks of preaching and exercising authority over demons. However, these two tasks are not the primary tasks. They are the reasons Jesus will send them out. The two primary reasons Jesus calls the disciples is to be with him and to send them out. Readers who ignore the first to focus solely on the second will miss a very important role for the twelve. Their first role is to *be with* Jesus. Whatever Jesus will do going forward, he will do with them. He will not

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<sup>31</sup> Mark 3:13-15.

<sup>32</sup> Meaning, "in order that."

lead alone. What Jesus does with these twelve, and why, will be examined momentarily. The point here is that Jesus leads with others.

Not only does he call the disciples to be with him, but he also sends them out, as indicated in Mark 3. When Jesus sends them out, however, he sends them in pairs. Mark chapter 6:7 reads, “Calling the Twelve to him, he began to send them out two by two and gave them authority over impure spirits.” This verse not only demonstrates how Jesus is going to do ministry – with others – but it also demonstrates how Jesus wants them to do ministry – with others. Verse 8 tells us they will not need bread, a bag, or money. God is quite capable of providing for them. What is essential for them, however, is a companion.

### The Apostles

After seeing this principle modeled for them by Jesus, the twelve Apostles seem to have forgotten it once they are thrust into the main leadership role.<sup>33</sup> They must learn this the hard way as Moses did. The explosive growth of the early church in the book of Acts forced the Apostles to face their limitations. Like Moses, their limitations forced them to expand the leadership circle.

Luke relays the story to us in Acts 6:1ff: “In those days when the number of disciples was increasing, the Hellenistic Jews among them complained against the Hebraic Jews because their widows were being overlooked in the daily distribution of food.” A legitimate need is not being met in the early church. Widows among the

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<sup>33</sup> The Apostles experienced Jesus inviting them into ministry and leadership with him. Yet in Acts 6 they are apparently trying to do everything themselves and some people are being neglected.

Hellenistic Jews are not being provided for in terms of food. This neglect is brought to the attention of the Apostles.

Too often when a leader is faced with this situation, she will drop what she is doing to address the need. That is what leaders do; they fix problems. The old adage is often true: The squeaky wheel gets the grease. The loudest complaint gets the attention of the leader. Then the leader addresses the issue.

The 21<sup>st</sup> century church leader often chooses a variation of this approach. Often, the leader in today's church will not simply drop what they are doing to address the need, but instead, add it to their existing workload. With better technology and transportation resources at the disposal of 21<sup>st</sup> century leaders, more can be accomplished than ever before, so leaders simply take on more responsibility. After all, church leaders are to help people, and spreadsheets, cell phones, and mini-vans should make food distribution easy.

However, the Apostles chose neither approach. Perhaps, they remembered the stories of Moses. Perhaps, they drew upon their time with Jesus. Either way, they addressed the problem by sharing leadership:

So the Twelve gathered all the disciples together and said, "It would not be right for us to neglect the ministry of the word of God in order to wait on tables. Brothers and sisters, choose seven men from among you who are known to be full of the Spirit and wisdom. We will turn this responsibility over to them and will give our attention to prayer and the ministry of the word." This proposal pleased the whole group. They chose Stephen, a man full of faith and of the Holy Spirit; also Philip, Procorus, Nicanor, Timon, Parmenas, and Nicolas from Antioch, a convert to Judaism. They presented these men to the apostles, who prayed and laid their hands on them.<sup>34</sup>

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<sup>34</sup> Acts 6:1-6.

They brought in others who could help, and they expanded the leadership circle. Like Moses' situation before them, this was a win for everyone; the Apostles, the people, these seven men, and the gospel. Consider the result of this decision: "So the word of God spread. The number of disciples in Jerusalem increased rapidly, and a large number of priests became obedient to the faith."<sup>35</sup> Sharing leadership allowed the church to grow and expand its influence.

### The Priesthood of Believers

The principle of shared leadership is also supported by the theological idea of the priesthood of believers. While an in-depth discussion and analysis of this premise is beyond the scope of this project, a few basic comments are appropriate. The priesthood of believers has biblical roots in places such as 1 Peter 2:9, and Revelation 1:6 and 5:10. During the Reformation, the priesthood of believers received much more attention as Martin Luther<sup>36</sup> pushed back against the abuses of the Roman Catholic Church. At its most basic level, it affirms that no other human being is needed to be a mediator/priest between God and humankind because Jesus Christ and his sacrifice has opened the way to God. Human beings can approach God on their own due to the death and resurrection

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<sup>35</sup> Acts 6:7.

<sup>36</sup> Martin Luther, *The Epistles of St. Peter and St. Jude Preached and Explained*, trans. E. H. Gillett (New York: Anson D. F. Randolph, 1859), p. 71. Luther clearly held to the doctrine of the priesthood of all believers.

of Jesus Christ. In addition, this theological teaching presents that all Christians are servants of God.

Beyond this, there are different understandings and expressions of the priesthood among churches and denominations. Even at a basic level, the priesthood of believers helps pave the way for shared leadership within the church. Without the priesthood of believers, one man could sit in the top seat of a church or denomination. Others would be limited in the help they could provide because he was special in some way and above them. The priesthood of believers means that no one person, or class of people, is that special and that far above others. All are empowered and expected to contribute in the service of God. This opens up the possibility for a pastor to share leadership.

Leaders who try to go it alone are headed for a disastrous end. On the other hand, sharing leadership with others has many benefits; for the pastor, for the church, and for the gospel. In addition, this principle is essential for developing other leaders. Until a leader understands and believes in the vital importance of sharing leadership, he or she will not develop others.

### **Develop People**

Once a leader wholeheartedly believes in the principle of sharing leadership, the need to develop people comes to the forefront. It would be wonderful if a leader could simply look around his organization and find ready-made leaders waiting to be deployed. In some cases, a pastor can find a good leader in their church who is ready to lead. However, church leaders cannot depend upon this. Just as there is no money tree out in

the backyard, neither is there a leader tree. For more leaders to arise in the church, they must be developed. This is a primary task of leadership, and this principle is evident throughout the Bible.

### Moses

Moses provides a good beginning for this discussion. Following his near extinction, Moses received a privileged upbringing in Pharaoh's house.<sup>37</sup> After a premature attempt to alleviate the suffering of his people, Moses flees for his life to Midian. Moses is nowhere near ready to lead God's people out of Egypt, and his time away in the wilderness helps prepares him for this task. What is not known with certainty is the role that Jethro, or Reuel as he is initially known in Exodus 2, plays in this development. Moses came to the defense and aid of Jethro's daughters when they came to draw water for their flocks. Upon hearing this, Jethro insists on providing Moses a meal and his daughter, Zipporah, to him in marriage.<sup>38</sup>

During those 40 years, Moses had children and tended Jethro's sheep. During this extended period, it seems likely that Jethro, the priest of Midian, would have played some role in the development of the brash, impulsive Moses. Certainly, Moses would have given him the respect of a father-in-law. After all, is it reasonable to assume that the strategic counsel offered in Exodus 18 is the first time Jethro speaks into Moses life?

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<sup>37</sup> Acts 7:21-22.

<sup>38</sup> Exodus 2:17-21.

Certainly, time alone with sheep in the wilderness can have a great impact on a man, but it is quite plausible to think that Jethro had an impact on the leadership development of Moses prior to Exodus 18.

As described earlier, Jethro certainly develops Moses as a leader in Exodus 18. He observes Moses in action, asking questions, Jethro does something crucial in developing leaders; he listens. Jethro listens to Moses before he provides feedback, both critique and counsel. Moses listens to the feedback and takes action. Jethro is developing a leader who can last for the long haul. Furthermore, because Moses is open to the development Jethro offers, he is not the only leader being developed. Moses' own openness to being developed contributes to the development of additional leaders for Israel. Perhaps, Moses' crowning achievement is Joshua, and significant attention will be given to this relationship in a later section.

### Jesus and the Twelve

As mentioned earlier, Jesus chose to lead with others by surrounding himself with twelve disciples. Throughout the Gospels, Jesus' relationship with his disciples is on display. Certainly, not all of the Gospels are about leadership development, and neither are all the passages which involve Jesus with his disciples. However, one can see Jesus' developing work with the disciples. The beginning of this development of the disciples began with his invitation. Matthew 4:18-22 provides an example of such an invitation when Jesus' call was "Come, follow me."

The invitation was an invitation to be his disciple. A disciple was “someone who follows another person or another way of life and who submits himself to the discipline (teaching) of that leader or way.”<sup>39</sup> To be clear, just because the twelve were disciples of Jesus, it does not mean that he automatically was developing them as leaders. To be a disciple did not automatically mean one was a leader under construction. One can be a disciple of Jesus without necessarily being a Christian leader. However, one cannot be a Christian leader unless one is a disciple of Jesus.

Yet, Jesus was not simply developing them as disciples. He was developing them to be leaders. Luke 9 is great evidence of this fact. In chapter 9, verses 1-2, Luke writes, “When Jesus had called the Twelve together, he gave them power and authority to drive out all demons and to cure diseases, and he sent them out to proclaim the kingdom of God and to heal the sick.” This is not a surprising assignment, given the previous discussion of the twelve and their call. Jesus called them to be with him and to send them out. Here, he is sending them out to do the very things Mark indicated in 3:14; to exercise authority over demons and to preach. Luke says that he gave them authority not just over demons, but also to cure diseases and heal the sick. In addition, they were sent to preach. They were to proclaim the kingdom of God.

As with any good leadership development, Jesus gives them instructions on how to go about this task. The particulars are not significant to this project, but the point is that the master is providing his apprentices with clear instructions for the assignment that he

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<sup>39</sup> Walter A. Elwell and Barry J. Beitzel, *Baker Encyclopedia of the Bible* (Grand Rapids, MI: Baker, 1988), 629.



is giving to them. Luke 9:6 describes what happened: “So they set out and went from village to village, proclaiming the good news and healing people everywhere.” The apprentices were successful; they did the very thing Jesus asked them to do.

However, that is not the end of the development story. Leadership development would be easy if it was simply a matter of giving clear instructions to people who followed them exactly and experienced success. A crucial aspect of development happens in Luke 9:10: “When the apostles returned, they reported to Jesus what they had done. Then he took them with him and they withdrew by themselves to a town called Bethsaida.” Jesus demonstrates the crucial element of coaching. “How did it go? What happened? Tell me about it.” He processed the experience with them. Perhaps, wanting to talk about it with them even further, they withdrew to the town of Bethsaida.

As was often the case in the gospels, it can be hard to hide from the crowds. The people discovered where Jesus went and appeared on his doorstep. So, verse 11 states, “He welcomed them and spoke to them about the kingdom of God, and healed those who needed healing.” He engages in the very thing he sent the twelve out to do. Reinforcing their positive actions, he models it for them yet again.

As the sun began to drop lower and lower in the sky, ironically the twelve now have some instructions for Jesus. “Send the crowd away so they can go to the surrounding villages and countryside and find food and lodging, because we are in a remote place here.”<sup>40</sup> The twelve pick up on a potential problem in regards to food, and they

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<sup>40</sup> Luke 9:12.

encourage Jesus to send the crowds away so the problem does not end up on their plate. Apparently, the confidence they felt while healing and preaching did not extend to catering.

In an act of development, Jesus refuses to take on the problem and puts the ball back in their court. He replied, "You give them something to eat."<sup>41</sup> "You take care of it," Jesus says. He does not say this because he cannot do something about it or because he does not want to be bothered. Rather, he is stretching them, trying to strengthen their leadership muscles.

The twelve check their supplies and quickly report their inadequacy, saying, "We have only five loaves of bread and two fish-- unless we go and buy food for all this crowd."<sup>42</sup> The last phrase was perhaps said with a chuckle as Luke notes there were about 5,000 men there. "We cannot take care of it," they said and perhaps they reiterated the plan they knew was best. "Send the crowds away to fend for themselves."

Hearing this, Jesus takes charge of the situation: "'Have them sit down in groups of about fifty each.' The disciples did so, and everyone sat down. Taking the five loaves and the two fish and looking up to heaven, he gave thanks and broke them. Then he gave them to the disciples to distribute to the people."<sup>43</sup> Once again, the master gives instructions to his apprentices, and once again, they comply. Notice that even as Jesus takes the lead in this situation, he involves the twelve. They arrange the seating. They

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<sup>41</sup> Luke 9:13.

<sup>42</sup> Luke 9:13.

<sup>43</sup> Luke 9:14-16.

distribute the food. Yes, he takes the lead, but he does not leave them out. He involves them and this is part of the development process.

How does it turn out? Verse 17 says, “They all ate and were satisfied, and the disciples picked up twelve basketfuls of broken pieces that were left over.” If this was all there was to it, it would be a nice example of development. A leader tries to engage developing leaders in problem solving. Certainly, this is important, but there is more going on in this passage.<sup>44</sup>

The number twelve is extremely important in the leadership development of the disciples. Luke specifically refers to them as the Twelve in verse 1 and verse 12. Jesus calls the Twelve together in verse 1, and the Twelve come to him in verse 12. Luke typically refers to them as “the disciples.” Only one previous time does Luke refer to them as the Twelve.<sup>45</sup> He does not do it again until 18:31, when he tells them they are going up to Jerusalem where everything will be fulfilled. Apart from modifying Judas,<sup>46</sup> Luke refers to them as the Twelve on only four occasions, and two of them are here in the ninth chapter. In their accounts of this miracle, Matthew<sup>47</sup> and Mark<sup>48</sup> do not refer

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<sup>44</sup> There are other things in this passage beyond leadership development of the Twelve. It should not be overlooked, for instance, that in this miracle Jesus is pointing to himself as the new Moses who feeds God’s people in the wilderness. This scene also stirs up thoughts of Elijah in 2 Kings 4:42-44. In addition, this episode reinforces that Jesus will provide in abundance, just as he did on their missionary journey in 9:1-6.

<sup>45</sup> Luke 8:1.

<sup>46</sup> Two times Luke uses the phrase “one of the Twelve” in reference to Judas.

<sup>47</sup> Matthew 14:14-21.

<sup>48</sup> Mark 6:34-44.

to them as “the Twelve.” Luke does, and the careful reader will pay attention to this deliberate designation.

In addition, in the Greek text, the very last word in this pericope is the word δώδεκα - “twelve.”<sup>49</sup> Matthew and Mark both end this story with the number of people who were present. For them, the significance in the miracle was the number of people fed. Luke places this number in the midst of his story, (verse 14) as if it is an afterthought. The significant number for Luke is the number twelve. The disciples are unusually called the Twelve twice in this passage and then Luke ends the pericope by pointing out that the number of baskets containing leftovers was twelve.

For Luke, the number twelve is very significant in this text. Luke Johnson writes, “Only Luke identifies the disciples as ‘the Twelve’ in order to connect the story to 9:1-6 and to make the symbolism of 9:17 unmistakable.”<sup>50</sup> Certainly, the number twelve serves as a reminder of the twelve tribes of Israel upon which the nation of Israel was founded. Luke is indicating that Jesus views, and is preparing, these twelve disciples to be the leaders of his people. His church will be built upon their leadership. Johnson states further, “The number ‘twelve’ stands for Israel and also for its new leadership the prophet is preparing.”<sup>51</sup>

The remainder of this chapter is also significant for their leadership development. Peter’s great confession of Jesus as the Christ and the Transfiguration point to who Jesus

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<sup>49</sup> Luke 9:17.

<sup>50</sup> Luke Timothy Johnson, *The Gospel of Luke* (Collegeville, MN: The Liturgical Press, 1991), 147.

<sup>51</sup> Johnson, *Gospel of Luke*, 149.

is.<sup>52</sup> Twice Jesus predicts his own death in order to clarify what being Messiah really means.<sup>53</sup> Finally, after setting his face to go to Jerusalem, the cost of following him is made clear.<sup>54</sup> Of course, following this chapter Jesus expands his leadership circle by sending out seventy-two.<sup>55</sup> All things considered, chapter 9 is a significant turning point in the Gospel of Luke and in the leadership development of the Twelve.

### Ephesians 4:11-13

Ephesians was written to help Christians understand the mystery that the Jews and Gentiles are united together into one body because of the work of Jesus.<sup>56</sup> Beginning in Ephesians 4, Paul delves into how they should live out the reality of this great mystery. It is here that Paul's adds an important section that must be discussed in terms of lay leadership development. In fact, one could argue that Ephesians 4:11-16, which is one sentence in the Greek text, bridges Paul's discussion from the mystery of unity in Christ to the challenges of living this out in practical ways.

Paul writes,

So Christ himself gave the apostles, the prophets, the evangelists, the pastors and teachers, to equip his people for works of service, so that the body of Christ may be built up until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ.

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<sup>52</sup> Luke 9:18-21; 28-36.

<sup>53</sup> Luke 9:22; 44.

<sup>54</sup> Luke 9:51; 57-62.

<sup>55</sup> Luke 10:1-24.

<sup>56</sup> Ephesians 3:4-6.

Then we will no longer be infants, tossed back and forth by the waves, and blown here and there by every wind of teaching and by the cunning and craftiness of people in their deceitful scheming. Instead, speaking the truth in love, we will grow to become in every respect the mature body of him who is the head, that is, Christ. From him the whole body, joined and held together by every supporting ligament, grows and builds itself up in love, as each part does its work.

The sentence begins in verse 11 by emphatically pointing out that it is Jesus who gives the gifts. These gifts, taking the form of people, appear in verse 11: ἀποστόλους (apostles), προφήτας (prophets), αγγελιστάς (evangelists), ποιμένας (pastors) and διδασκάλους (teachers). Christ did not only give the spiritual gifts or enablement to do these tasks. The apostles, prophets, evangelists, pastors, and teachers are direct objects. People, church leaders, are also Christ's gift to the church.

Αποστολος carries the idea of a "direct representative of the one who sends him and can in that person's place act in a way that is authoritative and legally binding."<sup>57</sup> Whereas, Paul expands the term apostle beyond Luke's usage, both hold the person in high regard as one sent by the risen Christ with the message of the gospel.<sup>58</sup> Προφήτης is simply, "A person inspired to proclaim or reveal divine will or purpose."<sup>59</sup> Sometimes, the prophet's message may have included foretelling the future, but this was not always the case. The prophets were a foundational group for the church.<sup>60</sup> Used only two other

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<sup>57</sup> Horst Balz and Gerhard Schneider, eds., *Exegetical Dictionary of the New Testament* (Grand Rapids: Eerdmans, 1990-93), vol. 1, 143.

<sup>58</sup> Balz and Schneider, *EDNT*, vol 1, 144.

<sup>59</sup> Danker, *BDAG*, 890.

<sup>60</sup> Balz and Schneider, *EDNT*, vol 3, 186. Ephesians 2:20; 3:5; 4:11.

times in the New Testament, εὐαγγελιστής means “proclaimer of the gospel, evangelist.”<sup>61</sup>

The next two words require a little more discussion due to a syntactical issue. Ποιμήν means shepherd or pastor. It is “one who serves as a guardian or leader.”<sup>62</sup> The idea is someone who provides care for someone or something else. Διδάσκαλος is simply a teacher. The two words are linked by καί, and no article appears before διδασκάλους. Some believe these two terms describe two different roles in the church, bringing the total number of roles in this passage to five. Others believe the two terms should be understood as a combination, as in pastor-teachers.

An exhaustive examination of this dilemma is beyond the scope of this study. Neither view impacts the purpose here as both support the main point. These roles represent leadership in the early church. Whether this list contains five roles or four, it is still about leadership in the early church. The bottom line is that Christ gave leadership to the church. That much is sure. The question is, “Why?”

Verse 12 begins with the preposition πρὸς. This word, which normally is translated as “to” or “toward,” can imply purpose, such as “toward the goal of.” The prepositional phrase, πρὸς τὸν καταρτισμὸν (to equip), modifies the verb ἔδωκεν (gave). He gave these leaders to the church for the purpose of equipping the saints. While the

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<sup>61</sup> Danker, *BDAG*, 403.

<sup>62</sup> Danker, *BDAG*, 843.

verb form is found other places, this is the only occurrence of the noun form in the New Testament.

The phrase εἰς ἔργον διακονίας (for the work of ministry) modifies καταρτισμὸν. The saints are to be equipped *for the work of ministry*. In regards to the word διακονίας, Weiser says, “The words designate... the *ministerial office* of the apostles, prophets, evangelists, pastors, and teachers.”<sup>63</sup> It seems Weiser is saying that the work of ministry is what is done by the apostles, prophets, evangelists, pastors and teachers. This is not correct. Equipping the saints is not the work of ministry to which Paul is referring. Rather the church leaders are to equip *the saints* to do the work of ministry. Although the rest of the New Testament clearly includes church leaders in ministerial work, in this text, εἰς ἔργον διακονίας references the saints whom the leaders have equipped. As F.F. Bruce writes, “Those that are named exercise their ministries in such a way as to help other members of the church to exercise their own respective ministries (no member is left without some kind of service to perform).”<sup>64</sup> Bruce is absolutely correct.

The phrase εἰς οἰκοδομὴν τοῦ σώματος τοῦ Χριστοῦ (for building up the body of Christ) describes the result of the work of ministry. The outcome is the building up of the body of Christ. οἰκοδομὴν literally is the process of construction, or the building built by such a process.<sup>65</sup> In Eph. 2:21, Paul uses the nominative form, οἰκοδομή, to

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<sup>63</sup> Balz, *EDNT*, vol. 1, 304. Italics his.

<sup>64</sup> F. F. Bruce, *The Epistles to the Colossians, to Philemon, and to the Ephesians* (Grand Rapids, MI: Eerdmans, 1984), 345-346.

<sup>65</sup> Danker, *BDAG*, 696-7.



communicate the idea of a building as a metaphor for the community of faith, the church.

In Ephesians 4:12, 16, and 19, Paul uses the accusative form (οἰκοδομῆν) with a preposition to denote the building process. In verse 12, it refers to “spiritual strengthening.”<sup>66</sup> Just as a building is constructed over time as part of a process, so the spiritual growth of the church happens over time as a process; life by life by life. Interestingly, one of Danker’s entries under σῶμα is “a unified group of people, body.”<sup>67</sup> Here, in verse 12, Paul mixes metaphors; he likens the church to a body that is undergoing a construction process.

Verse 13 begins with the phrase μέχρι καταντήσωμεν, or “until we arrive.” The word καταντήσωμεν means “to reach a condition or goal.”<sup>68</sup> The end result of the building up of the body, and indirectly, of the gift of leadership given to the church, is described by this goal which is clarified by three prepositional phrases, each beginning with the word εἰς. The word εἰς is a “marker of goals.”<sup>69</sup> The goal is to attain what is contained in these three phrases: unity of the faith and of the knowledge of the Son of God, maturity, and the measure of maturity of the fullness of Christ. That is the reason the body should be built up, which in the end, is the reason Christ gave the church the gift of leadership.

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<sup>66</sup> Danker, *BDAG*, 696.

<sup>67</sup> Danker, *BDAG*, 984.

<sup>68</sup> Danker, *BDAG*, 523.

<sup>69</sup> Danker, *BDAG*, 290.

As previously mentioned, verses 11-13 constitute only the first half of this sentence. More could be said about 4:14-16 and even 4:11-13. Suffice it to say that as Paul transitions from the mystery of Christian unity to how live that out in practical ways, he reminds his readers that church leaders are a gift from Christ to the church. The gift to his people is leadership – apostles, prophets, evangelists, and pastor-teachers. Their task is to equip the saints for the work of ministry, and the result of this work is that the body of Christ is built up.

This must continue until we attain the unity that Christ died to make available to us. This unity will be evident in the soundness of our doctrine and our maturity, which will resemble Christ himself. Ben Witherington writes, “Perhaps v. 13 suggests that since all must become mature, arrive at the unity of faith and the knowledge of the Son, and measure up to the stature of Christ, then all must, like Christ, be involved in the tasks of ministry, for ministry will mold them all.”<sup>70</sup> A church that is equipped for works of service, which builds the body toward the goal of sound doctrine and sound living, will grow from and to its head, who is Christ. This pursuit is the task and responsibility of church leaders who are a gift to the church for the church’s own benefit and blessing.

Without question, Ephesians 4:11-13 is about more than leadership development. But it is about development. Church leaders are to develop and build up the body of Christ for the work of ministry. This development is about more than simply leadership; but it is about leadership as well. Church leaders are to develop believers in their faith

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<sup>70</sup> Ben Witherington III, *The Letters to Philemon, the Colossians, and the Ephesians* (Grand Rapids, MI: Eerdmans, 2007), 292.

and in their work of ministry, which most certainly involves their spiritual gifts, including the gift of leadership.<sup>71</sup> If leaders are not developed, then the body will not be built up. Believers will not have the fortitude to stand against false teaching, and they will not mature into Christ. Ephesians 4:11-13 clearly states that church leaders are not to do all the work of ministry but they are to develop others. This is their work of ministry and included in it is the development of other leaders.

## 2 Timothy 2:2

With 2 Timothy, Paul writes what seems to be his final epistle to Timothy. Paul is writing this letter from prison, most likely in Rome. It has been said that Paul's challenge to Timothy centers around loyalty - "loyalty to Christ by perseverance in suffering and hardship; loyalty to Paul by recalling their longtime relationship; loyalty to the gospel by being faithful in proclaiming/teaching 'the word'."<sup>72</sup> Paul's challenge regarding loyalty stands in contrast to the false teachers of whom he warns Timothy. This is a personal letter, focused less on particular church issues and more on Timothy and his work for God. Paul asks Timothy to join him in Rome as quickly as possible.

In chapter 1, Paul expresses his thanksgiving for Timothy's faith and its heritage. Paul reminds him that he has been gifted and set apart for leadership, and not to take this lightly. He challenges him to stand strong and to carry out the ministry of the gospel,

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<sup>71</sup> See Romans 12:8.

<sup>72</sup> Gordon D. Fee and Douglas Stuart, *How to Read the Bible Book by Book* (Grand Rapids: Zondervan, 2002), 379.

which he has been given. In verse 11, Paul declares himself to be a herald, apostle and teacher of this gospel. His appeal to Timothy is to stay true to what he has heard from Paul. This gospel is described as a monetary deposit that has been passed along to Timothy for safekeeping. It is here that the current passage in question comes into play.

In 2 Timothy 2:2, Paul gives clear instruction to Timothy, writing, “And the things you have heard me say in the presence of many witnesses entrust to reliable people who will also be qualified to teach others.” The imperative in verse 2 is παράθου, entrust. This word can mean simply “to set forth in teaching,”<sup>73</sup> but here it goes even further “for safekeeping or transmission to others.”<sup>74</sup>

Timothy is commanded to pass along that which he heard from Paul. In other words, what Paul taught him is not merely for himself. Timothy is not to be a receptacle, but a conduit. The very things that Paul taught to him are to be passed along to others. At the core of this, of course, is the gospel. Yet, it is unreasonable to think the gospel is all that Timothy is supposed to pass along. Paul is not referring merely to evangelism.

Timothy is not supposed to pass along Paul’s instruction to just anyone. This is further clarification that Paul has more in mind here than simple evangelism. In Jesus’ parable of the sower in Matthew 13 or Mark 4, the image is one of gratuitous distribution. The gospel should be sown to all who have ears to hear. In 2 Timothy 2:2, Paul specifies the recipients who are entrusted with the teaching are πιστοῖς ἀνθρώποις,

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<sup>73</sup> Danker, *BDAG*, 772.

<sup>74</sup> Danker, *BDAG*, 772.

reliable people. What Paul has passed on to Timothy is so significant that it should not be entrusted to just anyone, but rather it should be handed to those who are reliable. Paul is making a contrast here with those who deserted him referenced in 1:15. Instead, Timothy is to pass along Paul's teaching to reliable people.

This sense of reliability is two-fold. The first has to do with keeping it safe from distortion. In light of his concern over false teachers, Paul wants to ensure that the message is not tainted by those to whom it has been entrusted. He wants to maintain the purity of the message. The second sense of reliability is that they can and will teach others. The phrase οἵτινες ἱκανοὶ ἔσονται καὶ ἑτέρους διδάξαι (who will be able to also teach others) is modifying the phrase πιστοῖς ἀνθρώποις, reliable people. In other words, who are faithful people? It is whoever will also be able to teach others. It should be said that it is not only those who can teach others, but this refers to those who *will* teach others.

Therefore, Timothy's adherence to Paul's instructions is not just that he passes on what Paul taught him. His adherence is seen in whether or not the recipients of his instruction pass it along to others, who then pass it along to others. The goal is to reproduce the message in people who can then reproduce the message in others. Again, this certainly is the hope and desire when the gospel is shared. But given Paul's specificity, it seems he has more in mind than evangelism.

Once again, the main purpose of this passage is not leadership development, but it is development. Paul is writing to a young pastor that he has mentored and developed. He is asking that young pastor to mentor and develop others, who can mentor and

develop others. There is a reproductive aspect of leadership, and it is not a leap to suggest it is supported by 2 Timothy 2:2. While Mounce is correct that this is not about formal apostolic succession, there is a clear expectation on the part of Paul that leaders will properly develop and entrust new leaders with the work of ministry, who will also do the same.<sup>75</sup>

Paul's metaphors in the verses to follow also support this, especially his use of military language. In verse 4, Paul talks about soldiers striving to please commanding officers. Certainly, Timothy wants to carry out his duties well because God is his commanding officer and he should please him. In view of Paul's frustration over the disloyalty of some toward him, it is not hard to imagine Paul layering his meaning here. As a commanding officer under God, those under Paul who were disloyal have displeased him. In yet another layer, Paul could see himself as the officer who helped enlist Timothy into the work. In this way, Paul is expecting Timothy not to disappoint him as Timothy carries out his ministry. Likewise, Paul wants him to develop reliable people who will not disappoint him as they hand down to others what they have learned. In that sense, Timothy will be like an officer to them, who develops them and has expectations for their effectiveness. This metaphor, in light of the false teachers and desertion Paul has experienced, is most significant, but athletics and farming also contain elements of development as well.

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<sup>75</sup> William D. Mounce, *Word Biblical Commentary: Pastoral Epistles* (Nashville: Nelson, 2000), 504-505.

One must not forget that Paul's words in 2 Timothy bear significant weight. It is way too much to suggest that these are Paul's last words to Timothy. Yet, this epistle does contain some of the last words for Timothy in his current ministerial context. If Timothy is to join Paul in a timely fashion, the words of this epistle represent final instructions for a young pastor in his current ministerial context. Development is very important for Paul. As a teacher and leader in the church, trained by Paul, Timothy is to pass along that same instruction and training to others who can hand it down to still others. This is important to Paul in the final days of Timothy's ministry there, and perhaps even in some of the final days of Paul's ministry.

Moses was developed, at least in part, by Jethro, and Moses developed others as well, particularly Joshua. Jesus spent significant time developing the Twelve who would serve as foundational leaders in the early church. Paul advocates for leadership development in Ephesians 4 and 2 Timothy 2. He teaches that the development of Christians is the responsibility of church leadership. This development is broader than simply emerging leaders, but it certainly would have included them. It is expected that church leaders develop other leaders. Leaders are in the people development business. This is extremely important because leaders are the most important legacy a leader will leave behind.

### **A Legacy of Leaders**

As was demonstrated above, 2 Timothy 2:2 is about development. However, it also takes development a step further. The development is intended to outlast the developer.

This unmistakably points to the idea of legacy. Paul instructs Timothy to do something that will outlast him in Ephesus, and most likely, even on this earth. The legacy that a leader leaves behind should be developed people, and most importantly, developed leaders. We see evidence of this in the developmental relationships between Moses and Joshua and between Jesus and the Twelve.

### Moses and Joshua

Joshua arrives on the scene in Exodus 17 with little warning or fanfare. He is assigned to lead a group of soldiers to do battle with the Amalekites. It is unknown as to whether this group has been training, and if so, if Joshua has been commanding them. But Joshua is assigned to lead them into battle. After God's supernatural intervention, and Joshua's subsequent victory, Moses is instructed to write an account of this battle so it will be remembered and to "make sure that Joshua hears it."<sup>76</sup> God knows a time is coming when it will be important for Joshua to remember his success is due to God's faithfulness.

In Exodus 24, one learns that Joshua is Moses' aide, but Numbers 11 says that he has held this position since his youth. The reader does not know how long that has been, but clearly Joshua spent a great deal of time learning under Moses. Joshua seems to have been with Moses on the mountain when he received the words of the covenant for the

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<sup>76</sup> Exodus 17:15.



Israelite people.<sup>77</sup> In fact, it is Joshua who first hears the noise of the people's sin with the golden calf.<sup>78</sup> Joshua went with Moses out to the "tent of meeting."<sup>79</sup> Joshua spent a great deal of time with Moses. One of the first things realized from this relationship is the importance of spending time with a leader that one is developing.

Joshua is one of the 12 men Moses selected to explore the land of Canaan.<sup>80</sup> It makes sense that Moses would send his trusted aide to scout out the land. Joshua joined with Caleb to implore the Israelite people to trust God to provide the land for them.<sup>81</sup> Later, he and Caleb will be the only two of their generation to enter the Promised Land.<sup>82</sup> Did Moses see this kind of faith in Joshua early on, causing him to be selected as his aide? Did Joshua learn something from his time at Moses' side that caused him to respond with such faith? Perhaps, it was both. It is interesting that Joshua has complete trust in God's ability to deliver the land into their hands, but Moses caves in to the doubts of the people.

Numbers 27 marks a significant chapter in Joshua's development. In verses 12-13, God gives Moses instruction concerning his death. He is to climb a mountain where he will be able to see the Promised Land, but he will die there never entering it due to his

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<sup>77</sup> Exodus 24:13 indicates Joshua going up with Moses and Exodus 32:17 indicates he is with him coming down.

<sup>78</sup> Exodus 32:17.

<sup>79</sup> Exodus 33:11.

<sup>80</sup> Numbers 13:3-16.

<sup>81</sup> Numbers 14:6-9.

<sup>82</sup> Numbers 32:11-12.

disobedience in the Desert of Zin.<sup>83</sup> Moses does not argue with God nor does he bemoan his fate. He asks God to “Appoint someone over this community to go out and come in before them, one who will lead them out and bring them in, so the LORD's people will not be like sheep without a shepherd.”<sup>84</sup>

This raises some interesting questions. Is Moses to be commended for not complaining or getting defensive? Is he to be commended for thinking of the people when he might be expected to think only of himself? Is he to be praised for putting the people ahead of his own interests? Or is this simply normal for someone in leadership?<sup>85</sup>

Given the reality that so many leaders - such as many of the future kings of Israel - care only about themselves, even at the end of their lives, this cannot be counted as normal for leaders. Moses sets a great example for leaders at the end of their time at the helm. Great leaders, even good leaders, are concerned about their church or organization after they are gone. They want their organizations to continue flourishing. This concern should drive pastors and church leaders to develop future leaders.

Numbers 27:18 is very interesting when it says, “So the LORD said to Moses, ‘Take Joshua son of Nun, a man in whom is the spirit of leadership, and lay your hand on him.’” Before one gets too excited, it is important to note the word *leadership* is not in the Hebrew text. Two other translations are more accurate and demonstrate a further

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<sup>83</sup> Numbers 27:13-14.

<sup>84</sup> Numbers 27:16-17.

<sup>85</sup> It could also be that Moses is simply worn out and ready to be done. Imagining all that he has been through in life and in his leadership, we should not be surprised at all if part of his relinquishment is due to his readiness for someone else to lead.

conundrum: “So the LORD said to Moses, ‘Take Joshua the son of Nun, a man in whom is the Spirit, and lay your hand on him.’”<sup>86</sup> Similar, but distinctly different, is the NET Bible: “The LORD replied to Moses, ‘Take Joshua son of Nun, a man in whom is such a spirit, and lay your hand on him.’”<sup>87</sup> Is this a reference to the Holy Spirit being in Joshua, or an indication that Joshua simply possesses the spirit which Moses is describing, which will enable him to shepherd God’s people well?

The Hebrew text and the LXX offer no definitive answer. Philip Budd translates it as “a man in whom is the spirit.”<sup>88</sup> While he does not capitalize *spirit* he goes on to say, “This seems to be a permanent endowment for Joshua, rather than a temporary empowering for specific action,”<sup>89</sup> which he points back to in Numbers 11:17. The problem, however, is that Numbers 11:17 does not definitively describe a permanent giving of the Holy Spirit. Dennis Cole rightly allows for various possibilities given the textual evidence, but suggests that, “The life of Joshua evidenced that the [Holy] Spirit of God controlled his life.”<sup>90</sup> It is worth noting that Deuteronomy 34:9 says Joshua has “the spirit of wisdom because Moses had laid his hands on him.” However, *spirit of wisdom* is not the same as saying the Holy Spirit or even the Spirit of the Lord. This phrase is used in

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<sup>86</sup> ESV.

<sup>87</sup> NET.

<sup>88</sup> Philip J. Budd, *Word Biblical Commentary: Numbers* (Waco, TX: Word Books, 1984), 304.

<sup>89</sup> Budd, *Numbers*, 306-307.

<sup>90</sup> R. Dennis Cole, *Numbers*, vol. 3B, *The New American Commentary* (Nashville, TN: Broadman & Holman Publishers, 2000), 469.

Exodus 28:3 to describe those who were to make Aaron's garments. It says they are given a spirit of wisdom or skill (חֵכְמָה רַחֵם).

Given the evidence that is available, it is unknown for sure that Numbers 27:18 is describing the Holy Spirit, or even the spiritual gift of leadership that Paul mentions in Romans 12:8. To broaden the discussion, it is unknown if the Holy Spirit was a permanent endowment in the life of Joshua, as would later be seen in Christians in the book of Acts, or if the Holy Spirit simply empowered Joshua in necessary moments so he could do what God was asking him to do. It seems too much to definitively assert that the Holy Spirit did indwell Joshua as he would future Christians, but it is also too much to say definitively that he did not. Clearly, God was with Joshua in a special way to empower him for leading God's people, and this is what is most important.

What follows in verse 18 and 19 is also very significant, especially for leadership development. Moses lays his hands on Joshua and commissions him. That Moses carried this out in the presence of the priest Eleazar and the entire assembly demonstrates this was a very public commissioning. In fact, God tells Moses to, "Commission him in their presence."<sup>91</sup>

God goes on to say, "Give him some of your authority so the whole Israelite community will obey him."<sup>92</sup> In terms of developing and releasing leaders, this is very significant. Joshua is going to have the responsibility to lead God's people. It's important

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<sup>91</sup> Numbers 27:19.

<sup>92</sup> Numbers 27:20.

that he also have the authority to do this. Too often, when leaders are developed, they are given responsibility for carrying out certain tasks, but not the authority needed to do so. The people needed to see that Joshua is not grabbing for Moses position on his own initiative. They needed to see that Moses, Eleazar, and God himself are backing Joshua's leadership. So Moses indeed commissioned Joshua, before the assembly, in the manner that God commanded. This demonstration conveyed the authority Joshua will need to fulfill his responsibility of leadership after Moses' death.

### Jesus and the Twelve

It is clear from reading the Gospels that Jesus intends the Twelve disciples to lead his work after he is gone. The reason they are with him is to watch, listen, learn, obey and mimic. The point is not just to have other people out doing what he was doing. His development work focused on their ability to lead and carry on his mission after he ascended to the Father.

Evidence for this is seen in John 14:12 when Jesus said, "Very truly I tell you, whoever believes in me will do the works I have been doing, and they will do even greater things than these, because I am going to the Father." The larger point of this passage is about Jesus' departure and the coming of the Holy Spirit. However, one cannot ignore the implication that Jesus' followers would continue his work. He expected something from them after he was gone that he did not expect from them on day one.

Throughout his discourse in John 14-17, Jesus talks about leaving them and going away. He also speaks to them of what they need to do and what they will be able to do.

In John 15, he states, “You did not choose me, but I chose you and appointed you so that you might go and bear fruit-- fruit that will last-- and so that whatever you ask in my name the Father will give you.”<sup>93</sup> Given the context of this section where Jesus is clearly talking about departing and being gone from them,<sup>94</sup> it is obvious that he expects them to lead and carry on the ministry after he is gone.

John 17 continues this theme. He clearly speaks of leaving this world in verses 11-13. Then, in verse 18, Jesus prays, “As you sent me into the world, I have sent them into the world.” Then, in verse 20, “My prayer is not for them alone. I pray also for those who will believe in me through their message.” Jesus developed them to be part of his legacy.

The words of Jesus that end Matthew’s Gospel have long been understood as a commissioning that helped give the early church its marching orders: “Then Jesus came to them and said, ‘All authority in heaven and on earth has been given to me. Therefore, go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age.’”<sup>95</sup> Again, Jesus is giving instructions that would outlast his time on the earth.

Finally, in Acts 1:8-9, Luke records Jesus’ final words and ascension: “‘But you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth.’ After he said this,

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<sup>93</sup> John 15:16.

<sup>94</sup> See John 16:7, 10, and 28.

<sup>95</sup> Matthew 28:18-20.

he was taken up before their very eyes, and a cloud hid him from their sight.” It could not be more clear that Jesus’ time with his disciples was intended to be developmental. He was developing them and preparing them to lead after he ascended to heaven. The church, and those disciples who would provide early leadership for it, were the legacy that Jesus left behind.

### **Summary**

The Bible provides clear evidence that a leader was not meant to lead alone. Good biblical leaders share leadership with others. This leads to the reality that new leaders must be developed, and this responsibility falls to existing leaders. Finally, leaders should be concerned with developing leaders who lead after they are gone. These biblical principles are seen in the examples of Adam and Eve, Moses, Joshua, Jesus, the Twelve Apostles, Paul, and Timothy. They represent some of the best leaders seen in the pages of the Bible.

## CHAPTER THREE

### LITERATURE REVIEW

As has been discussed, Crossway Christian Church needs more and better leaders. The pastoral staff cannot and should not attempt to do everything on their own. Nor can the staff cannot simply sit back and hope leaders randomly evolve and develop. There must an intentional effort made to raise up leaders so the mission of the church can thrive both today and on into the future.

Scripture also supports this focus. Shared leadership is seen in the very nature of God and in his original design where Adam and Eve shared the responsibility for and dominion over his creation. The importance of shared leadership can be seen in the lives of Moses, Jesus, and the Apostles. This willingness to share leadership carries the responsibility to develop others to their full potential. This certainly includes leaders. No one leads forever. One day every leader leads their last day. The development of other leaders must look to the future when the current leaders are gone. The development of the next generation of leaders can be seen as well in the lives of Moses, Jesus, and the Apostles.

It is upon this foundation that this paper now turns its attention to other literature, much of it contemporary. The goal is to eaves drop on a conversation between these authors to build a further case for intentional leadership development. A project of this scope cannot review and comment on everything written on leadership or even



leadership development. Even a brief glimpse, however, will promote the importance of leaving a legacy of leaders.

Harris Collingwood and Julia Kirby are correct when they say, “Just as no baseball team has ever had too many good pitchers, business has never suffered from a glut of true leaders. Ask any follower.”<sup>1</sup> However, the reality is that true leaders are hard to find. Assessing the reality of the Western business world in 2011, authors Charan, Drotter, and Noel state, “This is an era in which the demand for leadership greatly exceeds the supply.”<sup>2</sup> They later zero in on part of the reason, saying, “What is perhaps most significant, the lack of effective talent development within organizations has contributed to the leadership deficit.”<sup>3</sup> This shortfall is not only seen in the business world, but also in the service sectors. As Douglas Cline notes, “All fire service agencies need new and inspiring fire officers who are educated, trained, and well developed so that they can eventually step up and lead the organization. It’s an ongoing issue, especially in today’s times as our fire service agencies evolve at a rate far exceeding the changes we have experienced in the past.”<sup>4</sup>

Churches are also experiencing a scarcity of leaders. Douglas Cline’s reality check for fire service agencies may be applied to the church: “It is no secret that one of the

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<sup>1</sup> Harris Collingwood and Julia Kirby, “All in a Day’s Work,” *Harvard Business Review on Breakthrough Leadership*, (Boston, MA: Harvard Business Review Paperback, 2001), 51.

<sup>2</sup> Ram Charan, Steve Drotter, and Jim Noel, *The Leadership Pipeline: How to Build the Leadership Powered Company*, 2nd. ed. (San Francisco, CA: Jossey-Bass, 2011), 1.

<sup>3</sup> Charan, Drotter, and Noel, *Leadership Pipeline*, 4.

<sup>4</sup> Douglas K. Cline, “Developing Leaders for the Next Generation,” *Fire Engineering*, July 2015, 82.

biggest needs in the church today - all around the world - is well-equipped leadership.”<sup>5</sup>

The authors go on to state, “The local church is by design the most effective incubator of spiritual leaders on the planet.”<sup>6</sup> Given their admission of the scarcity of leaders, perhaps it would be more accurate to say that the local church *should be* the most effective producer of spiritual leaders.

Indeed, there is a lack of church leaders. Aubrey Malphurs and Will Mancini are correct when they write, “The typical pastor has too many balls to juggle. His greatest need is not more balls to throw in the air or more time to perform or more juggling tips; his greatest need is more jugglers - individuals who can lead ministry under his guidance.”<sup>7</sup> They, too, credit part of the problem to a lack of development, saying, “We have many potential leaders, but we’re not developing them. And it’s this failure in development that has precipitated the leadership crisis in our world in general and the church in particular.”<sup>8</sup>

It is interesting to view comments by Charan, Drotter, and Noel through the lens of the church. They write, “Organizations often don’t look at development as integral to business strategy, viewing it purely as part of the human resources function.”<sup>9</sup> Consider

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<sup>5</sup> Rowland Forman, Jeff Jones, and Bruce Miller, *The Leadership Baton: An Intentional Strategy for Developing Leaders in Your Church* (Grand Rapids, MI: Zondervan, 2004), 23.

<sup>6</sup> Forman, Jones, and Miller, *Leadership Baton*, 25.

<sup>7</sup> Aubrey Malphurs and Will Mancini, *Building Leaders: Blueprints for Developing Leadership at Every Level of Your Church* (Grand Rapids, MI: BakerBooks, 2004), 39.

<sup>8</sup> Malphurs and Mancini, *Building Leaders*, 10.

<sup>9</sup> Charan, Drotter, and Noel, *Leadership Pipeline*, 4.

their statement from the viewpoint of the church. Could it be that churches often do not look at leadership development as integral to discipleship strategy, viewing it purely as a function of the volunteer resourcing? By a function of volunteer resourcing, it is meant that, pragmatically, certain volunteer tasks and teams are needed for the church to function. Therefore, leaders are needed to cover these tasks and teams, a sort of a necessary evil.

What if churches viewed leadership development more as discipleship than as meeting a pragmatic need? Discipleship is the foundation of leadership development in the church. As Russell Huizing writes, “Discipleship – though not making ecclesial leaders out of every disciple – becomes the fundamental method of leadership development.”<sup>10</sup> While it is true that many aspects of discipleship<sup>11</sup> and spiritual maturity<sup>12</sup> are universal in nature, maturity in Christ has a uniqueness to it as much as the individual who is growing into that maturity. All disciples are not leaders, but some disciples are gifted and called to lead. For those Christians who have leadership potential, talents, and gifts, their spiritual growth and maturity is only realized to the extent that these talents and gifts are developed and deployed in some type of Kingdom service. “Discipleship, then, appears to be the primary initiative not only in increasing the number of followers of Jesus but also

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<sup>10</sup> Russell L. Huizing, “Leaders from Disciples: The Church’s Contribution to Leadership Development,” *Evangelical Review of Theology* 35, no 4 (Oct. 2011): 334.

<sup>11</sup> Involving disciplines such as Scripture engagement, prayer, service, worship, silence, solitude, etc.

<sup>12</sup> Such as the Fruit of the Spirit in Galatians 5:22-23.

in the development of Christ-following leaders.”<sup>13</sup> What if churches started to view the lack of leadership development not just as a pragmatic problem but as a discipleship issue for those who have leadership gifts?

Regarding the lack of leadership development in companies, *The Leadership Pipeline* authors continue, “CEOs don’t invest their time in it because they perceive it as outside their domain.”<sup>14</sup> Again, consider this through the lens of the church. Some pastors may not invest their time in leadership development because they perceive it as outside their domain. After all, pastors are called to preaching and teaching, visiting the sick, leading in worship, and other clergy-specific tasks. They may feel their calling does not include leadership development. In addition, the pastor’s primary training includes biblical exegesis, theology, church history, and preaching, but often includes little time for more than one or two classes in leadership or pastoral ministry. An examination of Gordon-Conwell Theological Seminary’s Master of Divinity degree requirements shows only one required course in Christian Ministry.<sup>15</sup> Students can choose either one of three courses: “Pastoral Ministry,” “Pastoral Theology for Church and Society,” or “Growing in

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<sup>13</sup> Huizing, “Leaders from Disciples,” 334.

<sup>14</sup> Charan, Drotter, and Noel, *Leadership Pipeline*, 4.

<sup>15</sup> Gordon-Conwell Theological Seminary Master of Divinity degree requirements. Accessed, January 24, 2017, [http://www.gordonconwell.edu/hamilton/current/documents/hamreg\\_mdiv.pdf](http://www.gordonconwell.edu/hamilton/current/documents/hamreg_mdiv.pdf). Asbury Theological Seminary requires one class entitled “Christian Leadership Identity” (accessed January 24, 2017, <http://asburyseminary.edu/academics/degrees/master-of-divinity/>). Palmer Theological Seminary requires one course entitled “Pastoral Leadership,” (accessed January 24, 2017, <http://www.palmerseminary.edu/programs/masters-programs/master-divinity/curriculum>). Fuller Theological Seminary requires one course in Leadership, (accessed January 24, 2017, <http://fuller.edu/master-of-divinity-degree-outline/>).

Ministry Leadership.”<sup>16</sup> Granted seminaries often require some type of Mentored Ministry or Supervised Ministry experience but this is generally small in comparison to other traditional seminary curriculum.

Many pastors do not invest time in leadership development, and a very plausible reason for some is that they see it as outside their main pastoral role. What Rob McKinnon says about CEO’s is true of pastors: “So CEO’s forget the importance of cultivating the most valuable assets in the company, their people, beginning with the ones who report to them.”<sup>17</sup> Pastors need to realize their calling and their training in seminary is to be used to help people take next steps with Jesus, and for those with leadership gifts, that means developing and deploying these gifts in leadership.

Finally, Charan, Drotter, and Noel state, “A common organizational mindset is to view jobs as ‘work to be done’ and not as developmental assignments.”<sup>18</sup> From the church perspective, a common mindset is to view tasks and teams as “things to be done” and not as discipleship opportunities or leadership development opportunities. This ties back to the previous point. When a pastor thinks, “Well, someone needs to oversee the finances and finance team because it has to be done,” or “We need to have ushers and greeters and someone has to lead them,” then leadership development becomes pragmatically task focused and not discipleship or leadership development focused.

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<sup>16</sup> Gordon-Conwell Theological Seminary Course Descriptions, accessed January 24, 2017, <http://www.gordonconwell.edu/hamilton/current/Course-Descriptions.cfm#Christian-Leadership>.

<sup>17</sup> Rob McKinnon, “CEO Non-Negotiable #3: it comes down to people,” *Rob McKinnon*, posted July 13, 2016, accessed November 18, 2016, <http://mckinnoncompany.com/ceo-non-negotiable-3/>.

<sup>18</sup> Charan, Drotter, and Noel, *Leadership Pipeline*, 4.

Obviously, churches are not the same as businesses, but these principles are transferable. If churches and pastors viewed leadership development not as a utilitarian aid that is superfluous in the end, but more as Christian discipleship, it would change the time and attention given to it.

Leadership development is important and needed in local churches. As has been noted, the Bible has much to say about leaders avoiding a Lone Ranger mindset and intentionally developing other leaders, especially those who will lead into the next generation. Now, attention will turn to a review of what others have written about the three main principles discussed in the previous chapter.

### Share Leadership

Business consultant Erika Andersen experienced an epiphany reading fairy tale stories to her kids.<sup>19</sup> She realized that the heroes in these stories were often surrounded by others who were instrumental in their success. The lesson she learned about leadership is, “You cannot do this on your own; leading is a group endeavor.”<sup>20</sup> This is an unorthodox statement when it comes to leadership. Much of the discussion around leadership focuses on the individual person, the leader, but Andersen turns it on its head, calling it a team sport. She goes on to write, “Being an effective leader not only requires the support *of* others; it requires support *from* others.”<sup>21</sup> This means that in addition to

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<sup>19</sup> Erika Andersen, *Leading So Other People Will Follow* (San Francisco, CA: Jossey-Bass, 2012), 157.

<sup>20</sup> Andersen, *Leading*, 157.

<sup>21</sup> Andersen, *Leading*, 157.

passive recognition of the leader and her position, more active help is given to achieving the leader's vision. Followers not only have to be okay with someone as a leader, they also have to engage with her in a way that affirms, validates and gives life to her leadership. If leading is a group endeavor, it cannot be done alone. Andersen is not alone in her assessment.

Jack Welch served as the CEO of General Electric for many years. In discussing the importance of the people with whom a leader surrounds himself, he used the analogy of a sports team. "You're lucky if your teammates are better and faster than you are, even if you are pretty good. And that's true in business, too. You can't win alone. You just can't."<sup>22</sup> Psychologist Daniel Goleman states it this way, writing, "No leader is an island."<sup>23</sup> James Kouzes and Barry Posner state, "Whether the relationship is with one or many, leadership requires engaging others."<sup>24</sup> Michael Useem highlighted this very truth in his article, "The Leadership Lessons of Mount Everest."<sup>25</sup>

Useem is a professor at the Wharton School, University of Pennsylvania, and the Director of the Center for Leadership and Change Management. Useem recounts a an

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<sup>22</sup> Harris Collingwood, "Personal Histories: Leaders Remember the Moments and People That Shaped Them," *Harvard Business Review on Breakthrough Leadership* (Boston, MA: Harvard Business Review Paperback, 2001), 15.

<sup>23</sup> Daniel Goleman, "What Makes a Leader," *Harvard Business Review on What Makes a Leader*, (Boston, MA: Harvard Business Review Paperback, 2001), 21.

<sup>24</sup> James M. Kouzes and Barry Z. Posner, *A Leader's Legacy* (San Francisco, CA: John Wiley & Sons, 2006), 48.

<sup>25</sup> Michael Useem, "The Leadership Lessons of Mount Everest," *Harvard Business Review on Breakthrough Leadership*, (Boston, MA: Harvard Business Review Paperback, 2001), 151-169.

occasion when he led a group of executives in a two-week development trek on the lower slopes of Mount Everest. The lessons learned there require other people to be involved. He stressed the importance of a leader being aware of his team's needs and focusing more on those needs than on personal needs.<sup>26</sup> "Placing team needs ahead of one's own can be an abstract concept, but it is put to a primal test when a person is hungry, tired, and cranky."<sup>27</sup> The importance of this discussion should not be overlooked. A leader cannot be a Lone Ranger and put the needs of his team above his own. A leader must be involved with others to do this.

Useem also writes about the importance of others in terms of encouragement and providing wise counsel.<sup>28</sup> Again, a leader cannot receive encouragement and counsel in isolation. This point was further developed in the discussion of his fourth lesson about the importance of leading up.<sup>29</sup> A leader is not infallible, and he needs the input and expertise from followers. It is almost too obvious to state, but when a leader leads alone, there is no opportunity to receive such wisdom from those who are following. The reality undergirding Useem's discoveries is stated quite clearly by Robert Goffee and Gareth Jones, "There can be no leaders without followers."<sup>30</sup> Michael Maccoby states it in a positive way, "The simplest definition of a leader is someone whom other people

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<sup>26</sup> Useem, "Leadership Lessons," 156 -159.

<sup>27</sup> Useem, "Leadership Lessons," 158.

<sup>28</sup> Useem, "Leadership Lessons," 159 -163.

<sup>29</sup> Useem, "Leadership Lessons," 166 -169.

<sup>30</sup> Robert Goffee and Gareth Jones, "Followership," *Harvard Business Review on Breakthrough Leadership*, (Boston, MA: Harvard Business Review Paperback, 2001), 171.



follow.”<sup>31</sup> Even if it is not the simplest, it is clear and it is true. Leaders must be involved with others.

This is not only true in business, but it is also true in the military. Lieutenant General William G. Pagonis writes, “By definition, leaders don’t operate in isolation. Nor do they command in the literal sense of the word, issuing a one-way stream of unilateral directives. Instead, leadership almost always involves cooperation and collaboration, activities that can only occur in a conducive context.”<sup>32</sup> Other people are an essential and important part of this context. In business and in the military, a leader must surround himself with others and lead in that context. The same is true in ministry.

Yet, too many pastors lead alone. Malphurs and Mancini’s comments above are correct. Pastors have too many balls to juggle. They go on to offer a stunning indictment, “Yet many pastors are reluctant to recognize this need....”<sup>33</sup> Pastors are reluctant to develop other leaders and surround themselves with a community of leaders. Pastor Ron Edmondson states, “Sadly I have witnessed many pastors... refusing to allow leaders to develop in the church.”<sup>34</sup> Perhaps, some pastors are not aware that they should develop leaders and share leadership, but this is not the case for many. They know they need

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<sup>31</sup> Michael Maccoby, “Narcissistic Leaders,” *Harvard Business Review on What Makes a Leader*, (Boston, MA: Harvard Business Review Paperback, 2001), 36.

<sup>32</sup> William G. Pagonis, “Leadership in a Combat Zone,” *Harvard Business Review on Breakthrough Leadership*, (Boston, MA: Harvard Business Review Paperback, 2001), 119.

<sup>33</sup> Malphurs and Mancini, *Building Leaders*, 39.

<sup>34</sup> Ron Edmondson, “Do You Lead Leaders or Lead Followers?,” *RonEdmondson*, posted January 6, 2017, accessed January 6, 2017, [http://www.ronedmondson.com/2017/01/do-you-lead-leaders-or-followers.html?utm\\_source=feedburner&utm\\_medium=twitter&utm\\_campaign=Feed%3A+GracedAgain+%28Ron+Edmondson+%29](http://www.ronedmondson.com/2017/01/do-you-lead-leaders-or-followers.html?utm_source=feedburner&utm_medium=twitter&utm_campaign=Feed%3A+GracedAgain+%28Ron+Edmondson+%29).

more leaders or should develop other leaders, but it still goes undone. “Lurking beneath the long hours and the never-ending task list is a reluctance to empower others.”<sup>35</sup> Why? Why are more pastors not sharing leadership with others?

For some, it is a control issue. Edmondson calls this the “fear of losing control or power.”<sup>36</sup> “This problem occurs when existing leadership values its control of the ministry over the growth of the ministry.”<sup>37</sup> However, chapter 2 explains that Ephesians 4 stands in direct opposition to this. Church leaders are not to hoard ministry, but to equip people and release them in ministry. A desire for control may come from a lack of trust in a potential leader. A brand new leader may not have the skills or experience needed to take on a particular challenge. Initially, caution may be warranted, but proper development should remove this barrier over time. On the other hand, it could be that the pastor has deeper issues with trust or control which no amount of development in an emerging leader can allay.

For other pastors, it is a display issue. Andy Stanley points out that, “It is both natural and necessary for young leaders to try to prove themselves by doing everything themselves.”<sup>38</sup> In fact, as Rich Stearns writes, “Inexperienced leaders can be particularly tempted to make the mistake of thinking, *I got here because I’m smart and I’m capable,*

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<sup>35</sup> Malphurs and Mancini, *Building Leaders*, 39.

<sup>36</sup> Edmondson, “Do You Lead Leaders?”

<sup>37</sup> Malphurs and Mancini, *Building Leaders*, 32.

<sup>38</sup> Andy Stanley, *The Next Generation Leader* (Sisters, OR: Multnomah Publishers, 2003), 15.

*and since there's nobody more capable than I am, I'll just do all this work myself.*"<sup>39</sup> Young pastors may naïvely feel the need to display their capabilities, but some pastors do not seem to age out of this struggle. Even older pastors can slip into trying to prove their worth. If they can turn in an all-star pastoral performance, then others, and perhaps even themselves, will think more highly of them.

Still, other pastors are gripped by what Edmondson calls, a fear of "being upstaged."<sup>40</sup> The issue here is not for a newer leader to prove their worth. The fear of being upstaged often falls on the shoulder of an existing or seasoned pastor. The longer a pastor stays in a particular ministry, the possibility increases that a newer, perhaps younger, leader might arise and overshadow them. An unstable self-image is at the root. The seasoned pastor can feel threatened, even when there is no intention on the part of the congregation or an emerging leader.

Some pastors struggle with an ignorance issue. They simply do not know how to develop another leader. No one developed them, so they do not know how to develop someone else. They have never been trained in how to develop another leader. Daniel Goleman writes, "The fact is, many managers are unfamiliar with or simply inept at coaching, particularly when it comes to giving ongoing performance feedback that

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<sup>39</sup> Richard Stearns, "Leading Best by Following First," *Non-Profit Leadership in a For-Profit World*, eds. Dr. David J. Gyertson and Joseph Krivickas (Cincinnati, OH: Standard Publishing, 2011), 205.

<sup>40</sup> Edmondson, "Do You Lead Leaders?"

motivates rather than creates fear or apathy.”<sup>41</sup> If there is a simple ignorance of this in the business world, then certainly there is ignorance of this in many churches.

Still other pastors will say they are simply too busy to develop leaders. Certainly, the “I am too busy” excuse is not unique to pastors.<sup>42</sup> A *coaching* leadership style is one of the six leadership styles identified by Goleman’s research.<sup>43</sup> The coaching leadership style focuses on developing people with an eye toward the future. Every leader should be able to use any of the six styles depending upon a given situation. “Of the six styles, our research found that the coaching style is used least often. Many leaders told us they don’t have the time in this high-pressure economy for the slow and tedious work of teaching people and helping them grow.”<sup>44</sup>

This is not only true in the business world; it is true in the church, too. As Cline indicates, “Many fire officers today never take the time to share, mentor, and teach our future leaders.”<sup>45</sup> The same is true of pastors. “There is something about church life that makes it easy to attend urgent matters like planning next Sunday’s worship time but never get around to matters - mentoring leaders, for example - that are critical to the

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<sup>41</sup> Daniel Goleman, “Leadership that Gets Results,” *Harvard Business Review on What Makes a Leader*, (Boston, MA: Harvard Business Review Paperback, 2001), 74.

<sup>42</sup> Douglas K. Cline, “Developing Leaders for the Next Generation,” *Fire Engineering*, July 2015, 83.

<sup>43</sup> Goleman, “Leadership that Gets Results,” 55-56.

<sup>44</sup> Goleman, “Leadership that Gets Results,” 73.

<sup>45</sup> Cline, “Developing Leaders,” 83.

church's long-term health and effectiveness."<sup>46</sup> It is ironic is that one of the main ways to lessen the busyness a pastor experiences is to share leadership. The very thing that would help her be less busy is that which she never seems to have time to do.

Unfortunately, some pastors do not want to develop leaders because it is, quite simply, hard. "When those who were once in a position of being a follower begin to lead *the real leadership skills of the people in senior leadership are tested*" [emphasis his].<sup>47</sup> Edmondson continues, "I'll be honest, it is much easier to lead only followers. People will do what is requested of them. They are loyal and not usually as critical. They don't challenge systems and traditions, processes and the way things have always been done."<sup>48</sup> Developing leaders will challenge traditions and processes. They will push for improvement over the status quo. Though the organization will be better in the end, it is more difficult to work with developing leaders than to simply lead followers. It is often easier for a leader to simply do it herself than recruit, train and develop another leader.

Whatever the reason, it is important for pastors to overcome these barriers and share leadership. For the sake of their church, and more importantly the Kingdom of God, pastors must develop other people. If not, there will be consequences. "The organization as a whole suffers because they are limited to the level of success which can be realized

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<sup>46</sup> Rowland Forman, Jeff Jones, and Bruce Miller, *The Leadership Baton: An Intentional Strategy for Developing Leaders in Your Church* (Grand Rapids, MI: Zondervan, 2004), 100.

<sup>47</sup> Edmondson, "Do You Lead Leaders?"

<sup>48</sup> Edmondson, "Do You Lead Leaders?"

by the intimidated top leader who refuses to let other leaders develop.”<sup>49</sup> Pastors should be catalysts for new and emerging leaders, not a roadblock.

The responsibility for a lack of leadership development does not always fall upon pastors, however. Some pastors want to develop leaders, but find apathetic or unresponsive congregations. As Bobbie Read and John Westfall state so clearly, “We have taken care of people and ‘done it for them’ so long that we have created congregations of people who are passive, dependent, uninspired, inhibited, and uncreative.”<sup>50</sup> Sometimes, the responsibility falls on the congregation and not just the pastor.

Many reasons exist as to why pastors are not developing leaders. The key ingredient for turning this around is more of a mindset than a program. Speaking of churches that are doing leadership development well, Forman, Jones, and Miller write, “Leadership development has more to do with who they *are* as a church than with what particular things they *do*.”<sup>51</sup> Pastors and churches must have a mindset and culture that refuses to accept a Lone Ranger approach. They must face and deal with whatever barriers keep them working alone. It is a mindset that cannot think about this in any other way than unacceptable.

Although there are many reasons why pastors do not develop leaders, there is no justification for it. Andy Stanley is right when he says, “As a leader, gifted by God to do a

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<sup>49</sup> Edmondson, “Do You Lead Leaders?”

<sup>50</sup> Bobbie Reed and John Westfall, *Building Strong People: How to Lead Effectively* (Grand Rapids, MI: Baker Books, 1997), 12.

<sup>51</sup> Forman, Jones, and Miller, *Leadership Baton*, 30.

few things well, it is not right for you to attempt to do everything.”<sup>52</sup> Leaders who try to do everything alone do great harm to the organization, to the people in the organization, and to themselves. Leaders must live in community and share leadership with others.

Sharing leadership, in relationship, expresses the very heart of God. “Because God is a plurality-in-unity, the ideal for humankind does not focus on solitary persons, but on persons-in-community.”<sup>53</sup> Generally, this is not limited only to the context of leadership, but it certainly applies to leadership. Forman, Jones and Miller write, “If you want God to breathe life into your leadership development, start where God starts and love what God loves - authentic, loving community among the leaders - then watch it flow to other leaders and to the entire church body.”<sup>54</sup> Taking that idea a step further, if you want God to breathe life into your *leadership*, lead with others in community.

Good biblical leadership is shared leadership. Leaders are not loners. Good leaders lead with others in community. According to Stanley, “Leadership is about getting things done through other people.”<sup>55</sup> Otherwise, one might be a diligent worker, but not a leader. As Frances Hesselbein says, “That’s the leader’s job, after all: not to provide energy but to release it from others.”<sup>56</sup> Obviously, a leader must provide energy to his people, but that energy should produce and release energy in others. A leader’s energy

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<sup>52</sup> Stanley, *Next Generation Leader*, 28.

<sup>53</sup> Stanley J. Grenz, *Created for Community* (Grand Rapids, MI: Baker Books, 1996), 51.

<sup>54</sup> Forman, Jones, and Miller, *Leadership Baton*, 89.

<sup>55</sup> Stanley, *Next Generation Leader*, 23.

<sup>56</sup> Harris Collingwood and Julia Kirby, “All in a Day’s Work,” *Harvard Business Review on Breakthrough Leadership*, (Boston, MA: Harvard Business Review Paperback, 2001), 66.

should not be disposable, but catalytic, sparking energy in others. Therefore, in this and many other ways, “Leadership is about multiplying your efforts.”<sup>57</sup> A leader cannot lead alone and should not try. A leader must be in community with others and share leadership.

### Develop People

It is not enough to simply surround oneself with other people. Leaders must also develop other people. Business researcher and author Tom Peters writes, “The ‘business’ of leaders at all levels is to help those in their charge develop beyond their dreams....”<sup>58</sup> Regardless of how many people are following your leadership, and regardless of how long you are in that leadership position, Peters goes on to state that, “Each and every one of those 6 or 66 ought to leave your charge in better shape than when you arrived. They should have had a measurable, remarkable, personal, and professional growth experience.”<sup>59</sup>

This issue should be at the forefront of the process as people are considered for leadership positions. In evaluating people for promotion in the military and business world, Peters suggests the most important question “might go something like this: In the last year, name the three people whose growth you’ve most contributed to. Please

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<sup>57</sup> Stanley, *Next Generation Leader*, 23.

<sup>58</sup> Tom Peters, *The Little BIG Things: 163 Ways to Pursue Excellence* (New York, NY: HarperCollins Publishers, 2010), 143.

<sup>59</sup> Peters, *Little BIG Things*, 148.



explain in some significant detail where each was at the beginning of the year, where he or she is today, and where each is heading.... Please explain in some detail your development strategy in each case.”<sup>60</sup> Questions such as these, in hiring and promoting, would set the tone for what was expected in that organization.

Can you imagine those kinds of questions dominating the hiring or evaluation of pastors and church staff? Notice that the emphasis for Peters is on an individual’s growth and development, not on the organization or the accomplishment of some task. This may not provide instant results in the outcomes of the organization or the bottom line, but it will grow a sustainable thriving organization over time. When evaluating the performance or accomplishments of pastors, too often the discussion turns to attendance, giving, baptisms, or programs. This is short-sighted at best.

Reed and Westfall ask a very important and penetrating question: “Is it my job to build a strong ministry or is it to build strong people who minister?”<sup>61</sup> At first glance, one might wonder why this question was not discussed in the previous section. That would have been feasible. However, it is questionable, perhaps even doubtful, whether or not one can build a strong ministry doing everything himself. A pastor must surround himself with others who help share the load in order to build a strong ministry. However, this can be done without ever truly developing people to their full potential, without ever truly developing leaders.

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<sup>60</sup> Peters, *Little BIG Things*, 277.

<sup>61</sup> Bobbie Reed and John Westfall, *Building Strong People: How to Lead Effectively* (Grand Rapids, MI: Baker Books, 1997), 12.

Leadership development is not about finding people to do the grunt work. A pastor may simply involve people in necessary tasks, develop them enough to do a task, without developing them as a leader who can lead others in the accomplishment of tasks and who eventually can develop other leaders. Cynthia Tragge-Lakra states that leaders “need to energize people so that they rally behind the vision and take leadership roles themselves in bringing the vision to life.”<sup>62</sup> *Taking leadership roles themselves* is a significant distinction. This is what it means to build strong people who minister and not just strong ministries.

Another distinction is also important to discuss: “There is a huge difference between leadership acquisition and leadership development.”<sup>63</sup> There is a distinction between Major League Baseball teams who build their teams more through signing free agents than by developing players through their farm system. Churches who major in leadership acquisition are forced to find staff from other churches. “Churches that place a high value on developing incredible programs over developing people will tend to identify and pursue the brightest and best in the country.”<sup>64</sup> Churches who major on developing leaders are different as they have the opportunity to hire staff from within. It does not mean they have to hire from within but they have more opportunity to do so.

The lack of a leadership development culture is felt beyond merely the paid staff. It also impacts lay leaders as well. A church without a leadership development culture

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<sup>62</sup> Collingwood and Kirby, “All in a Day’s Work,” 54.

<sup>63</sup> Forman, Jones, and Miller, *Leadership Baton*, 38.

<sup>64</sup> Forman, Jones, and Miller, *Leadership Baton*, 37.

only gets new leaders by accident. Perhaps, a developed leader will move to their city and start attending their church. Or perhaps, a leader from the marketplace decides to use her leadership skills to begin serving at the church. This is not to say that there are no leaders in a church devoid of a leadership development culture, only that such leaders are accidental and surprising. However, apart from good fortune, there will be a leadership drought, even among volunteer or lay leaders.

### Definition of Development

What is meant by “leadership development?” Malphurs and Mancini “define leadership development as *the intentional process of helping established and emerging leaders at every level of ministry to assess and develop their Christian character and to acquire, reinforce, and refine their ministry knowledge and skills*” [emphasis theirs].<sup>65</sup>

There are some excellent aspects of this definition. First, they speak of the intentionality of leadership development. As stated above, leadership development is not haphazard or the result of accidental good fortune. Leadership development is deliberate.

However, leadership development does not have to be programmatic to be intentional. According to Forman, Jones, and Miller, culture trumps programs. “What we are proposing is much more radical: that churches do the harder and more fruitful work of building the *core value* of leadership development into their culture.”<sup>66</sup> It is possible

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<sup>65</sup> Malphurs and Mancini, *Building Leaders*, 23.

<sup>66</sup> Forman, Jones, and Miller, *Leadership Baton*, 40.

for a church or organization to have a culture of intentional leadership development. This does not mean that some aspects of it will not be programmatic. It only means that leadership development should be more than just a program.

Second, in Malphurs and Mancini's definition, leadership development is needed and necessary for both established leaders and emerging leaders. This is often overlooked. Leadership development is not only for brand new or emerging leaders. Every leader can, and should, be getting better. A pastor is responsible not only to help new leaders begin to lead well, but to also help existing leaders improve. Too often, the focus is limited to what is needed to move a non-leader into the role of a leader. Their definition provides a good reminder that leadership development is needed at every level of the organization, and not merely the entry level or lower level roles and positions.

In addition, the above definition points to an assessment aspect to leadership development and not just the development. Before any leader can develop, there must be an assessment and an awareness of where they are and what is needed to move forward. They must be aware of the current reality, as well as where they want to go. Hence, assessment is an important, but often overlooked, piece to the leadership development puzzle.

In addition to ministry skill, leadership development should deal with character. Some have referred to this as character and competency. Character, or the heart, is ignored at the peril of the church or organization. This is not only a theoretical knowledge about character, but also the hands-on skill that enables them to do the right thing, in the

right way, when it needs to be done. The character or heart of a leader is central to who he or she is and how they will lead.

### Responsibility of Development

It is important to realize that a church's ability to build a culture of leadership development is not limited to a church's size, facilities, location, or even budget. The most important ingredient in the success or failure of such a culture is the pastor and key church leaders. Forman, Jones and Miller are correct when they say, "When the church's core leaders make it their habit to constantly look for people's potential, this mind-set will likely spread throughout the whole church."<sup>67</sup> In fact, over time, a church will take on the look and heart of the pastor and key leaders. If a church wants a robust global outreach ministry or vibrant children's ministry, these things will not happen unless the pastor and key leaders have bought into the need for these ministries. The same is true in regards to a culture of leadership development. Once it is of utmost importance to the pastor and key leaders, it will be of utmost importance to the church.

Lieutenant General Pagonis writes that, "True leaders create organizations that support the exercise and cultivation of leadership."<sup>68</sup> This is just as true in the church as it is in the military. Clearly stated, "Our responsibility is to lead, allowing God to work through us, enabling growth in others."<sup>69</sup> A pastor's responsibility is to set the tone for a

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<sup>67</sup> Forman, Jones, and Miller, *Leadership Baton*, 33.

<sup>68</sup> Pagonis, "Leadership in a Combat Zone," 108.

<sup>69</sup> Reed and Westfall, *Building Strong People*, 69.

leadership development culture in the church. Stanley says it this way, “I consider it my responsibility to hand off what I have learned while I have the chance.”<sup>70</sup> Senior or lead pastors must be involved in mentoring and developing other leaders. This responsibility cannot be abdicated to others. It is ignored to the detriment of the church.

Pastors and key church leaders need to look in the mirror and own the responsibility for their church. Stanley says it quite bluntly, “We must never forget that the people who follow us are exactly where we have led them. If there is no one to whom we can delegate, it is our own fault.”<sup>71</sup> Is it conceivable that a pastor serves a church where no one will engage in ministry or leadership and no one agrees to be mentored and developed? Perhaps. But often, especially if the pastor has been there a significant time, the environment and culture of the ministry is one the pastor has created, or at least contributed to significantly.

Once the pastor and key church leaders are actively developing leaders, it becomes possible to build a culture of leadership development. The new and emerging leaders need to see it in the pastor. “The willingness to take the interests of others into consideration, while role-modeling and valuing their development, stands as a crucial aspect for emerging and current leaders.”<sup>72</sup> This is crucial because if they do not see this modeled, they will never replicate it.

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<sup>70</sup> Stanley, *Next Generation Leader*, 9.

<sup>71</sup> Stanley, *Next Generation Leader*, 23.

<sup>72</sup> I.H. Martin, A.H. Naylor, J.K. Jefferson, N. David, and A. Cavazos, (2015, Summer), “Student Perspective on Trust and the Leader-Follower Relationship: Implications for Leadership Development,” *Journal of Multidisciplinary Research*, 7 no 2 (Summer 2015): 39.

This is very important for developing a leadership culture because the responsibility of leadership development should not end with the pastor. “It takes leaders to make more leaders. The job of the leader isn’t just to enlist more followers but to recruit and equip more and better leaders. It’s the leaders’ responsibility to develop other leaders.”<sup>73</sup> Any and every leader has the responsibility to develop other leaders, not just pastors or paid staff.

Any leader can develop, and should be developing, other leaders. “All of us desperately need people to believe in us, to name in us what God has put into our lives to use for his glory. The more you can empower every leader in your church to be on the lookout for other leaders to whom they can pass the baton, the more people you will have stepping up to the leadership plate.”<sup>74</sup> For this reason, Malphurs and Mancini contend, “Since the job of the leader is to make more leaders, every leader in a ministry must be a leader-maker.”<sup>75</sup> After all, “Leadership is about multiplying your efforts.”<sup>76</sup> This is not just for the pastor, but also for every leader. Leadership development may begin with the pastor, but it does not end with him or her.

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<sup>73</sup> Malphurs and Mancini, *Building Leaders*, 25.

<sup>74</sup> Forman, Jones, and Miller, *Leadership Baton*, 37.

<sup>75</sup> Malphurs and Mancini, *Building Leaders*, 26.

<sup>76</sup> Stanley, *Next Generation Leader*, 23.

## Aspects of Development

Development begins with a look toward the future. Who might this potential leader be down the road? What potential lies dormant in him or her? “The heart of a developer sees not just who a person is but what this person can become.”<sup>77</sup> Developers of people do not only deal in reality, but also in possibility.

Daniel Goleman argues that empathy, a trait of emotionally intelligent people, is needed to develop people, and he is absolutely right.<sup>78</sup> “What makes coaching and mentoring work best is the nature of the relationship.”<sup>79</sup> A relationship where empathy can be expressed is essential to developing emerging leaders. There are times to push and times to challenge. There are times to encourage and times to comfort. The better the relationship that exists between the mentor and the emerging leader, the more effective the mentoring process will be.

Time is an essential ingredient to a significant relationship. It takes time to develop people, and certainly to develop leaders. No one uses a microwave approach to developing leaders. Leaders are developed via a crock-pot approach. Perhaps, this is why many leaders do not bother to invest heavily in leadership development. They do not want to spend the time, and it does take time. However, as Ron Aguilera also points out,

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<sup>77</sup> Forman, Jones, and Miller, *Leadership Baton*, 32.

<sup>78</sup> Goleman, “What Makes a Leader,” 18.

<sup>79</sup> Goleman, “What Makes a Leader,” 18.



“Mentoring is not only about time, but energy.”<sup>80</sup> Leaders must be willing to make the investment of energy into someone who may or may not yield a significant payout. That is the risk involved.

This time and energy should be directed toward helping men and women understand their spiritual gifts, natural talents, temperaments and passions. Leaders can provide a tremendous gift to emerging leaders by helping them become aware of who they are and how they can best contribute to the organization and the world. Abraham Zaleznik says there is “tremendous life that comes from being aware of one’s own talents and wanting to maximize them.”<sup>81</sup> Leaders should provide this gift for their followers and for the leaders they develop.

Based upon this awareness, emerging leaders need to understand the growth opportunities in front of them. In order to develop those gifts and talents, they need to be active. Emerging leaders cannot merely sit on the sidelines watching their mentors. Harris Collingwood’s research pointed out that, “Ultimately, the act of leadership is just that – action. It’s about showing, not telling.”<sup>82</sup> Emerging leaders must be allowed to play an active role as they develop.

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<sup>80</sup> Ron Aguilera, “The Importance of Leadership Development,” *The Journal of Applied Christian Leadership* (Summer 2006): 45.

<sup>81</sup> Collingwood and Kirby, “All in a Day’s Work,” 64.

<sup>82</sup> Harris Collingwood, “Personal Histories: Leaders Remember the Moments and People That Shaped Them,” *Harvard Business Review on Breakthrough Leadership*, (Boston, MA: Harvard Business Review Paperback, 2001), 3.

When emerging leaders take action and move from the sidelines to the playing field, they will make mistakes. They will not be perfect. Even still, it is important to provide them opportunities to stretch and strengthen their gifts and talents. Stanley advises leaders to “help the leaders in your organization discover their leadership competencies and delegate accordingly.”<sup>83</sup> However, to delegate accordingly does not mean they should be able to demonstrate full competency or expertise. They do not possess this, yet. If this is expected of them, emerging leaders will never be allowed to fail. If they are not allowed to fail they will not take action.

Struggling, trying, and failing are an important part of the development for emerging leaders. “When we release people to ministry, we must remove the safety nets and give them freedom to fail.”<sup>84</sup> As Reed and Westfall argue, without permission to fail, emerging leaders will not try anything outside of their expertise. No one will learn anything new. No one will grow and develop. Failing, and learning how to benefit from failure, is an important aspect of leadership development.

Learning new things and trying new things involves great risk. Knowing there will be failure can be a frightening prospect. Therefore, leaders must encourage emerging leaders. “Leaders instill courage in the hearts of those who follow.”<sup>85</sup> To instill courage is to *encourage*. One of the main roles of a leader in the task of leadership development is to add courage wherever and whenever it is lacking.

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<sup>83</sup> Stanley, *Next Generation Leader*, 35.

<sup>84</sup> Reed and Westfall, *Building Strong People*, 68.

<sup>85</sup> Stanley, *Next Generation Leader*, 53.

Leadership development must also help emerging leaders to embrace the leadership truth that, “It’s not about you.” To this point, Reed and Westfall are only partially true. “Our success lies in whether or not we are spending our time helping people identify needs and envision dreams and in equipping and empowering them to realize their dreams.”<sup>86</sup> However, a leader’s success is not only in helping emerging leaders realize their dreams. Leaders have a responsibility to the overall mission of the group or organization they lead. Leaders must simultaneously work toward accomplishment of the organization’s mission or goals, while also enabling the growth, development, and flourishing of team members. In doing so, emerging leaders come to know they are part of a bigger story that is not all about them.

Developing others is a unique journey because not everyone begins and ends at the exact same place. As such, leaders should be more like trail guides than assembly line managers. Leaders are to take others on a journey. They “have been given the assignment to take people places they’ve never been before.”<sup>87</sup> Unlike assembly line managers, trail guides need great wisdom and discernment. The journey is much more important than the destination because true leaders never arrive and can never declare themselves finished.

Leaders have a very sobering responsibility. They are not only to surround themselves with others in humility and vulnerability; they are also to develop and mentor

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<sup>86</sup> Reed and Westfall, *Building Strong People*, 69.

<sup>87</sup> Stanley, *Next Generation Leader*, 43.

others, especially leaders, to reach the fullest and best expression of who God has made them to be in Christ. “The holy grail of leadership research is successfully identifying and developing leaders.”<sup>88</sup> Certainly, this is true when the leader reflects on his or her own frailty and finitude. The leader must be concerned with who will carry the torch when he or she is gone.

### **A Legacy of Leaders**

Legacy is a word is often bantered about when people are approaching the end of their leadership tenure or service in a church, company, or organization. Executive coach Tae Moon Kouzes states, “Every leader I’ve ever worked with wants to leave a legacy.”<sup>89</sup> While it may be debatable whether or not *every* leader wants to leave a legacy, it is not debatable that every leader does leave a legacy. Of course, the question is what kind of a legacy does a particular leader leave behind?

By *legacy*, they typically refer to that for which a leader will be remembered, or perhaps, what was accomplished during that particular leader’s tenure. A college president may construct buildings or increase an endowment. A CEO may launch a new product line, acquire a competitor, or lead the company through a difficult season of change. A U.S. President may point to significant legislation he worked hard to sign into law or a vastly improved relationship with another country.

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<sup>88</sup> Huizing, “Leaders from Disciples,” 333.

<sup>89</sup> Kouzes and Posner, *Leader’s Legacy*, 2.

How often do outgoing leaders talk about the legacy of leaders they are leaving behind? When is the last time the media has discussed an outgoing President in terms of the leaders he has developed? Does a CEO's most important accomplishment have to do with products or people? Are buildings and cash the only things that outlive college presidents? Does a pastor or church leadership feel a level of responsibility for the church five to ten years after they step down from leadership?

According to best-selling author Simon Sinek, leaders should be responsible for what happens in the wake of their tenure. "What if we judge a leader not on what they do when they are holding the torch but on what happens after they pass it on?"<sup>90</sup> Later, he continues, "A leader's legacy is only as strong as the foundation they leave behind that allows others to continue to advance the organization in their name. Legacy is not the memory of better times when the old leader was there. That's not legacy, that's nostalgia."<sup>91</sup>

A pastor should feel responsibility for the church after they are gone. "The ultimate test of a leader isn't the magnitude of his or her ministry but whether that leader trains other leaders who can sustain the church or parachurch organization when he or she is no longer present."<sup>92</sup> Malphurs and Mancini are quite blunt about this, but they are not alone. Andy Stanley writes, "In leadership, *success* is *succession*. If someone

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<sup>90</sup> Simon Sinek, *Leaders Eat Last: Why Some Teams Pull Together and Others Don't* (New York, NY: Penguin, 2014), 168.

<sup>91</sup> Sinek, *Leaders Eat Last*, 168-169.

<sup>92</sup> Malphurs and Mancini, *Building Leaders*, 11.

coming along behind me is not able to take what I have offered and build on it, then I have failed in my responsibility to the next generation.”<sup>93</sup>

Brad Lomenick shares a similar view, but adds as clarification, “The legacy of your influence relies significantly, though not completely, on how well the organization thrives *after* you leave. Consider your replacements a direct reflection on the quality of your leadership.”<sup>94</sup> A leader does play a significant role in setting up the organization to thrive or to struggle after he or she is gone. Consider the example of Moses and Joshua from the previous chapter. Did Moses set the Israelites up for success after he was gone? Did they thrive after Moses died?

You will not find perfection in Joshua or the Israelites, but Moses did prepare them to thrive after he was gone. When they walked out of Egypt, the Israelites were not prepared to occupy the Promised Land as a nation. When they left Egypt, they had no vision for themselves beyond serving the Egyptians as slaves. In fact, several times they wanted to return to the simplicity of what they knew over the unfamiliarity of what they needed to become.

However, the Israelites were an organized nation of people ready to step into the Promised Land when Moses died. The army, or fighting men, were organized and knew what they were to do. The cultic place, practices, and leaders were in place and functioning. They were prepared to divide the land in a reasonable and fair way. They

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<sup>93</sup> Stanley, *Next Generation Leader*, 10-11.

<sup>94</sup> Brad Lomenick, *H3 Leadership* (Nashville, TN: Nelson books, 2015), 208.

understood how they were to live in response to God and to one another. Moses even gathered the people for a set of farewell speeches.<sup>95</sup> Certainly, Joshua and the people of Israel were not perfect, and this is evident from even a cursory reading of Joshua and Judges. Still, Moses left the people in a far better place when he passed the baton than when he received it at the burning bush.

The same can be said of Jesus in regards to the twelve disciples. When he first calls them, they are enmeshed in their day-to-day lives with no vision of God's future or their role in it. Acts displays a much different picture. They are preaching, teaching, healing, facing authorities, and leading in a way we do not see in the beginning of the Gospels. Granted, the indwelling presence and power of the Holy Spirit cannot be overlooked, but even still, this is a different group of disciples. They are even different by the end of the Gospels than they are in the beginning. When Jesus calls them, they cannot even seem to get out of their own way. By Acts 17:6, their movement has "turned the world upside down."<sup>96</sup> No doubt, the success of a leader can at least partially be seen in the lives of their followers, and church or organization, after they are gone.

It does need to be said that a pastor's impact in this way may not be seen only in the church where he or she serves. Developed leaders may move on to serve in other churches or ministries. To be Kingdom-minded a pastor must look at the body of developmental work for which they are responsible, and not simply his own church. Each

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<sup>95</sup> Deuteronomy.

<sup>96</sup> Acts 17:6 ESV.

generation of leaders has a responsibility to help develop the next generation or two. It matters that current leaders leave a legacy of leaders who will take the torch of the gospel, and ministry, and pass it on to those coming along behind them. Malphurs and Mancini drive this point home, saying, “Success comes in our training a core of competent, godly leaders at every level of the ministry who will take the ministry well into the twenty-first century, long after we’ve been forgotten.”<sup>97</sup>

Why is this so important? Practically speaking, no leader leads forever. In speaking about the critical nature of leadership development, Forman, Jones and Miller write, “It’s essential for practical reasons. We’re not going to be here forever. We must train our replacements.”<sup>98</sup> A leader can forego thinking or speaking about the inevitable, but that does nothing to delay it. Every leader moves on, retires, or dies.

There is also a subtle reason, at least at first. If a leader holds on to his leadership too long, he will eventually begin to strangle the very ministry he has worked so hard to build. Often, the leader does not recognize this, if he does at all, until it is too late. When you cling to your position with a death grip, it is usually the ministry or church that is injured. Brad Lomenick is right: “Surprisingly, the best way to shore up your legacy is to effectively hand it off to your successors.”<sup>99</sup> Again, “Great leaders ultimately get out of the way.”<sup>100</sup>

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<sup>97</sup> Malphurs and Mancini, *Building Leaders*, 24.

<sup>98</sup> Forman, Jones, and Miller, *Leadership Baton*, 100.

<sup>99</sup> Lomenick, *H3 Leadership*, 204.

<sup>100</sup> Lomenick, *H3 Leadership*, 204.



This is a true statement, but that does not mean it is easy to do. Even when the leader seems to do this well on the outside, it is still difficult to walk away from something into which one has poured his or her heart and soul. “One of the most difficult lessons for leaders to learn is how to let go. Often, we leave kicking and screaming, if not on the outside, then in our hearts and minds. We cheer our team as we depart, but we secretly hope they crash and burn. *Then everyone will know how critical I was to their success.*”<sup>101</sup> When a leader does raise up emerging leaders and pass the baton to walk away, that is only part of the battle. He must also deal with the internal battle.

This battle is essential. The leader must continue to recite the mantra, “It’s not about me.” Leadership is about the people they lead and mission of the church or organization. Followers and emerging leaders suffer when a leader poorly passes the baton. In addition, the church or organization suffers when the baton is fumbled. As Lomenick reminds us, “Part of every influencer’s responsibility is to boldly build something magnificent and then humbly hand it off to others. The best leaders recognize this early on, creating a pipeline of leadership that transfers the responsibilities and power to the next wave, the next line, the next team, so that others can take what you’ve accomplished and build on it in their own way.”<sup>102</sup>

Lomenick describes something very important as pastors seek to hand off the baton to those who are holding out their hand for it. These new leaders are not going to

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<sup>101</sup> Lomenick, *H3 Leadership*, 205.

<sup>102</sup> Lomenick, *H3 Leadership*, 204.

do things exactly the way they have always been done. A new leader is not even going to do them the same way their mentor did. It will be, and must be, as Lomenick stated, *in their own way*. They will be more successful when they lead out of who they are and their giftedness. They will bring a fresh perspective to opportunities and challenges, perhaps the very perspectives needed to overcome the challenges that caused the previous leader to become stuck.

Still, it is not the old leader's way or the new leader's way that is important. It is not about either of them. For every leader old and new, it is always about the mission and leaving a legacy for the next generation of leaders. Lomenick states,

Raising up young leaders is a waste of time unless you put them into roles where they can lead and ultimately take over. The ceiling of one generation is the floor to the next. Stand on what's already been built by those before you. Then see your role as building a foundation for those who show up behind you in the next generation to carry what you've already helped build.<sup>103</sup>

Lomenick highlights a very important component that can be overlooked quite often. Remember what Lomenick wrote, "Part of every influencer's responsibility is to boldly build something magnificent and then humbly hand it off to others."<sup>104</sup> It takes humility for a leader to entrust his or her church or organization, or even ministry or department, to an emerging leader. Without humility, a leader will struggle to develop others. Without humility, a leader will struggle to let go of their "baby." Without humility, a leader will meddle in the affairs of the church or organization, even after they are gone.

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<sup>103</sup> Lomenick, *H3 Leadership*, 208.

<sup>104</sup> Lomenick, *H3 Leadership*, 204.

Moses died in the leadership transition to Joshua. Jesus ascended into heaven in handing off leadership to the Apostles. Perhaps, this is a clue to how difficult, yet important, it is for leaders to resist the urge to reach for the baton once it has been passed.

It takes humility to develop emerging leaders and hand off the baton of leadership to them. When humility is lacking, it stalls a healthy transition. In describing bad leaders, Ricardo Semler notes that, “Because they couldn’t rise above their egos, they failed to create organizations that could flourish in spite of them, not because of them. Because they all overstayed their welcome, they have presided over declining creativity, freedom, innovation, and success.”<sup>105</sup> He correctly highlights the danger of leaders who, in their pride and arrogance, are not able to develop leaders and hand off their ministry, organization, or company.

Dan Ciampa and Michael Watkins also speak to this in “The Successor’s Dilemma.”<sup>106</sup> They note the incredible difficulties that can occur when a CEO selects a successor and plans for a transition over a one to three year period. There are many potholes along this journey for both the CEO and the chosen successor, but one primary pothole is the pride of the CEO. “Accepting that shift requires a level of humility that most CEOs are not known for.”<sup>107</sup> What a strong indictment.

This leadership transition is just as difficult in the church. Not only for pastoral transition, but also for transition among lay leaders. Pride has a sneaky way of infiltrating

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<sup>105</sup> Collingwood, “Personal Histories,” 17.

<sup>106</sup> Ciampa and Watkins, “Successor’s Dilemma,” 111-133.

<sup>107</sup> Ciampa and Watkins, “Successor’s Dilemma,” 118.

the best intentions. Just because a person is a Christian leader does not mean he or she will not struggle with pride. Just because a person is a pastor does not mean he or she has no ego invested in their leadership role. It is very difficult, and even good pastors will struggle.

A leadership transition and handoff will be as smooth as the leader is humble. This should not be surprising or foreign to the Christian leader. Jim Daly, President and CEO of *Focus on the Family* writes, “If you claim to be a Christian leader but do not have humility, then you are simply a leader, not a Christian leader. Humility is what defines the Christian life.”<sup>108</sup> One cannot define Christian leadership without humility.

It is extremely important for leaders to pause and consider their legacy. Doing so, “requires us to take responsibility for our own actions with a realization that they will always have consequences, if not immediately, then for sure in the future.”<sup>109</sup> So often, pastors become bogged down in next Sunday’s sermon, an upcoming staff meeting, next month’s board meeting, and recruiting enough volunteers for the fall kick-off. Leaders in the business and non-profit sectors become mired in things such as quarterly earnings, new product roll-outs, end-of-the-year fundraising goals and volunteer recruitment. Yearly goals might be set, and once in a while a three or five-year strategic plan is crafted. Those are good things.

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<sup>108</sup> Lomenick, *H3 Leadership*, 210.

<sup>109</sup> Kouzes and Posner, *Leader’s Legacy*, 4.

Yet, how many leaders think about ten or twenty years down the road, and who will be leading their ministry, church, organization, or business? And not just the senior pastor, CEO or executive director, but who will the leaders be throughout the organization? What should leaders be doing now to ensure the success of leaders ten to twenty years down the line? Kouzes and Posner state it well: “Legacy thinking means dedicating ourselves to *making a difference*, not just working to achieve fame and fortune.”<sup>110</sup> That is well and good. Pastors and Christian leaders would no doubt agree. Their next sentence should give those pastors and Christian leaders more to think about. “It also means appreciating that others will inherit what we leave behind.”<sup>111</sup>

Whether they realize it or not, every leader prepares a last will and testament for the church, ministry, organization, or department they lead. Every leader leaves something behind. The most significant legacy leaders can leave behind are the leaders they have developed and enabled to soar. There is no more important task to which a leader can give himself to than investing in the lives of others who will carry on his good work long after he is gone.

## Conclusion

As mentioned earlier, Daniel Goleman’s research identified six styles of leadership: “*Coercive leaders* demand immediate compliance. *Authoritative leaders*

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<sup>110</sup> Kouzes and Posner, *Leader’s Legacy*, 5.

<sup>111</sup> Kouzes and Posner, *Leader’s Legacy*, 5.

mobilize people toward a vision. *Affiliative leaders* create emotional bonds and harmony. *Democratic leaders* build consensus through participation. *Pacesetting leaders* expect excellence and self-direction. And *coaching leaders* develop people for the future.”<sup>112</sup> Instead of leaders simply using the style of leadership that fits them best, Goleman argues that leaders should use all six, shifting from one to another, depending on the situation. The analogy he uses is that of a professional golfer who has fourteen clubs in his bag and selects a particular club depending upon the shot he needs to hit.<sup>113</sup> “The most effective leaders switch flexibly among leadership styles as needed.”<sup>114</sup>

The difficulty with this view is in simply reducing leadership development to one of six different functions that a leader does. A leader should be developing emerging leaders across the board. Leadership development should cut across the other styles. It should not be compartmentalized. While a leader is leading authoritatively or coercively or democratically, she should use those opportunities to develop other leaders in those styles and functions as well. While a leader is leading, in whichever style, he should always be thinking of who he should be developing and how he should be developing them. As Kouzes and Posner state, “Each and every interaction you have with your associates can be framed as a learning opportunity for them – and for you.”<sup>115</sup> Leadership development moments present themselves each and every day in a variety of settings

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<sup>112</sup> Goleman, “Leadership that Gets Results,” 55-56.

<sup>113</sup> Goleman, “Leadership that Gets Results,” 55.

<sup>114</sup> Goleman, “Leadership that Gets Results,” 75.

<sup>115</sup> Kouzes and Posner, *Leader’s Legacy*, 23.

and situations. Leadership development should be the operating system on which the leader runs all her other tasks.

This limited look at literature on leadership reinforces what is seen in the Bible. Leaders cannot be Lone Rangers who operate in isolation. They need followers and they need to engage with them for mutual benefit. Leaders must share leadership with others. Part of the leader's responsibility is to develop those under her leadership. For some the development may not result in a formal leadership position and that is okay. The development of emerging leaders is crucial to the organization and to them personally. Finally, leaders must leave a legacy of leaders. The true reflection of a pastor's effectiveness is the health of the church after he is no longer there, regardless of the reason. Because of this truth, it is vital for pastors to develop leaders within the church. This project now turns its attention to the assessment and evaluation of a leadership development program at Crossway Christian Church.

## CHAPTER FOUR

### THE PROJECT

#### **Objective**

Given that leaders should lead with others, develop others, and leave a legacy of people, it is important to do just that. My desire is to raise up and develop other leaders at Crossway Christian Church. The desire is not only for the church to have leaders for current ministry needs, but also to have leaders for when I am no longer the lead pastor. I want Crossway to thrive and flourish after I am gone.

After talking about this with our elders, I put in place a plan and program for 2016 to intentionally develop emerging leaders at our church. This type of program was new for Crossway. Because of this, my project was to evaluate this leadership development program throughout 2016 with the desire to improve upon it in the years to come. The long-term desire, of course, is to leave Crossway with an abundance of leaders to carry on the church's ministry long after I depart.

#### **Overview**

The project was designed to involve a group of ten to twelve lay leaders from Crossway for one year (2016). We met as a group once per month for dinner and discussion. The discussion largely revolved around the reading or activity assigned for that particular month. In addition, each group member paired with another member for



prayer, encouragement, and shared learning. Finally, there was a one-on-one meeting with each person at least once during that year.

The program evaluation consisted of brief anonymous surveys completed by team members. Due to the fact that the program was a few weeks underway when the decision was made to focus on this as my project, I was not able to conduct a “before and after” measurement of group members. For this reason, the project is a program evaluation. In addition to the surveys and conversations with group members, I also informally picked up ideas and thoughts from other pastors. The evaluation was designed to determine best practices and how intentional leadership could be better developed in the future.

### **Preparation**

In the fall of 2015, I asked our pastoral staff for names of individuals in our church whom they felt could benefit from participating in a leadership development program. The people they recommended were in some kind of leadership role already, or those in whom they perceived leadership potential. I received sixteen names from our staff and pared it down to twelve who were to receive the initial invitation.

In November of 2015, I emailed twelve individuals who were a part of Crossway Christian Church to invite them to be a part of a new initiative in leadership development. Attached to the email was a basic explanation of the group.<sup>1</sup> I asked them to prayerfully

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<sup>1</sup> See Appendix A.

consider a commitment to be a part of the group, and gave them a deadline for a response. Ten of the twelve accepted my invitation. One was anticipating a move and another was new to a job with no control of his schedule.

Meeting only once per month, commitment was my biggest concern. If a member missed three or four group meetings, it could significantly impact what they got out of the group and the other group members. I provided the dates to them in advance and asked them to put them on their calendar. It was reasonable to assume people would miss once for illness or other unexpected emergencies. Therefore, if they already knew they would miss one or two meetings, I recommended they not participate at this time.

The focus of the group's discussion centered on a particular book each month. I provided the initial book, and group members were responsible to acquire subsequent books. With the ten members selected and committed to the group, I distributed January's book to them in December and anxiously awaited our first meeting on January 11, 2016.

## **The Group Meetings**

### **The Meal**

That first group meeting was held in my home. At that meeting, group members volunteered to host subsequent meetings. I felt it was important for the group meetings to rotate through each member's home, giving participants a chance to get to know each

other in their home environment. In addition, this gave the members a chance to meet the spouses and children of their fellow group members, if they had any.

A very important component of the group meeting was the meal. There is something dynamic about sitting around a table sharing a meal together. I wanted our group to experience this powerful element, and not just once, but every month. Rotating homes enabled meals to be provided without overburdening any one person month after month.

The first meeting provided time for introductions. I paired each member with another member to interview one another. The pairings were not random nor were they self-selected. I reflected on the people on the list and consulted the pastor that nominated them if I did not know them well. After thinking and praying through the list I intentionally made the pairings based on who I thought would be good for the other. This was important as these were the pairings that were going to meet together in between the group meetings. During the meal, they introduced the person they interviewed. During some subsequent monthly meetings, we simply talked and caught up during the meal. During other monthly meetings, we jumped into our discussion of the book or activity.

## The Books

Almost every month, I assigned a book for the group members to read.<sup>2</sup> In the beginning, book content primarily focused on the heart and character of the leader. These books provided a wonderful foundation for our year-long journey into leadership:

- January - *In the Name of Jesus* by Henri Nouwen
- February - *Humilitas* by John Dickson
- March - *Emotionally Healthy Spirituality (EHS)* by, Peter Scazzero
- April - *The Toughest People to Love* by Chuck DeGroat
- May - *The Ascent of a Leader* by Bill Thrall and Bruce McNicol

The next group of books moved more into a discussion of leadership practices. This is not to say that they never addressed character or heart issues, only that they incorporated other leadership aspects more than the first five books. This next phase began with:

- June - *The Next Generation Leader* by Andy Stanley.

For July's meeting, we shifted gears from a book study approach to a case study approach. Each pair of group members selected a character from the Bible whom they wanted to study from a leadership perspective. I expected them to choose well-known characters, but they did not. They chose Eli, Samuel, Solomon, Joshua, and Barnabas. The groups read and studied everything known from the Bible about these characters and

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<sup>2</sup> See Appendix E.

pulled out leadership lessons they learned from them. Each pair presented the character they studied and what they learned to the rest of the group.

August's meeting consisted of the *Global Leadership Summit (GLS)*, an annual event organized by the Willow Creek Association. The GLS is a live event at Willow Creek Community Church in South Barrington, IL, broadcast to satellite locations around North America. Presenters included pastors, business executives, academics, and leaders of non-profit organizations. Topics included character and heart issues, team building, vision, team culture, and more. In addition to hearing great content, participating in this event gave group members an opportunity to spend time and interact with other Crossway staff and leaders.

Beginning in September, we continued with the following books:

- September - *Being Leaders* by Aubrey Malphurs
- October - *The Mentor Leader* by Tony Dungy
- November - *Strengths Finder 2.0*, by Tom Rath

Strengths Finder 2.0 also included an online assessment. In addition to reading the book, group members completed the online assessment that provided a customized report on their top five strengths.

- December - *H3 Leadership* by Brad Lomenick.

### The Discussion

Each month, we discussed an assigned book. Some months, this began during dinner. Other months, our discussion began after dinner. Most months, I led the

discussion, beginning with open-ended questions to gauge the overall reaction to the book. For the first two months I scripted carefully chosen questions. For instance, for the book, *In the Name of Jesus*, some of the questions were as follows: What are the dangers in serving/leading out of a need to be needed or because we crave the love and approval of others? What does Nouwen mean by leading out of our vulnerable self? And, how does “power offer an easy substitute for the hard task of love”? These were only a few of the questions and I came nowhere near finishing the entire list.

For the book *Humilitas*, by John Dickson, I also scripted questions. I began by asking, “What struck you as you read this book?” Then I followed up with, “What is humility not?” After this I asked, “What is humility?” Another question I asked was, “How does one influence through humility?” I also asked, “What are your thoughts about the authors four tools of leadership?” Those four tools happen to be ability, authority, persuasion, and example. I also asked them “Why is humility common sense?” and “Why is humility beautiful?” There were other questions as well, and once again, I did not come close to getting through all the questions.

Beginning with the third month I did not script questions. The group was not hesitant to talk and they came in with things they wanted to discuss and talk about. For instance, one man asked some great questions about whether or not humility was an asset in the business world. As a Christian, he knew the Bible instructs us to be humble. Given the amount of arrogance and pride he has seen in the business world he wondered if humility was helpful there at all or perhaps even a liability. From the third month on I only had to ask something like, “So what struck you from this book?” The conversation

moved from there. This also helped it to feel more like a conversation among friends than the pastor providing the answers or lecturing to the group.

During the month of biblical leader studies, group members led their own presentations. For two months near the end of the year, I selected a group member to lead our discussion time. These discussions enabled us to clarify things people had trouble understanding and applying. It also enabled us to highlight important aspects of leadership and to discuss in detail other ideas that deserved further exploration. Overall, discussions allowed group members to solidify takeaways and key concepts.

### The Pairings

In addition to the group meetings, participants were put into pairs for the purpose of support, encouragement, and fellowship. Each pair met together between monthly meetings. These meetings were at the discretion of each pair, and they could happen over breakfast, coffee, lunch, or any time that was convenient for both members. They could talk about work, family, hobbies, the material we were reading for the group, their walk with Christ, or ministry in the church. The time and relationship was theirs to develop as they found beneficial. As I will discuss in the next chapter, I should have provided more guidelines and instructions for this time. My hope and desire was for these friendships to extend beyond the year of our group.

### One-On-One

I met individually with each participant at least one time during the year outside of the group meetings. The purpose was to be available for questions, concerns, and needs specific to each participant. It also gave me an opportunity to provide one-on-one mentoring. I asked them about their family and their work situation. We talked about how they feel God has gifted them and what they feel God has called them to or might be calling them to. We talked about how their current ministry involvement was going and whether or not I could help with any issues or struggles they were facing. I also asked them how I could help them grow in their leadership. Finally, I asked them how I could pray for them. These conversations provided an opportunity to customize leadership development for them. If further meetings or conversations with any group member were needed, I was available for those as well.

### The Evaluation

As mentioned previously, the primary purpose of this thesis-project was the assessment and evaluation of the elements of this leadership development program. I have no doubt that intentional leadership development is essential in the life of the church, and pastors should make this a high priority. This thesis-project allowed me to evaluate the format and approach of the leadership development program and the books that were a part of it. As a result, I can now make adjustments and improvements to the program going forward.



Each month following the group meetings, I sent out an electronic survey using SurveyMonkey.com.<sup>3</sup> I kept each survey brief to help participants be faithful to complete and submit them. For each book and discussion, I asked about the insights and understanding gleaned from that particular month. I also asked questions about how they felt this program was helping them grow in their leadership. In addition, I inquired about issues raised by the books and issues they wished to explore further. The last question helped me understand what other aspects of leadership need to be included.

The final survey at the end of the year assessed and evaluated the overall program. Throughout the course of the year, I gathered other thoughts and ideas from conversations with other pastors and leaders, from books, and from trial and error. These additional insights can help improve the program going forward. Pulling all of this data together will give me good information regarding what to keep, what to eliminate, what to adjust, and what to add to the program. Chapter 5 will now turn our attention to the outcomes and conclusions of this study.

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<sup>3</sup> See Appendix B.

## CHAPTER FIVE

### CONCLUSION AND OUTCOMES

#### Introduction

The ultimate desire is for Crossway Christian Church to have the leadership it needs to thrive, not just for today but also for years to come. In order for that to happen, the pastors and current leaders must not try to do everything alone. They must surround themselves with others. Engaging with others should not be done simply to accomplish a task but there should be a focus on developing those people, including leaders, to their fullest potential as followers of Jesus. This is the heart of discipleship. When this happens, Crossway will experience a replenishing stable of leaders on into the future, long after the current pastors are gone.

To help accomplish this, and give it intentionality, a leadership development program was launched in January 2016. This program was not intended to singlehandedly accomplish the goals of the above paragraph. It was intended to be part of the solution to Crossway's leadership development needs. For this program to contribute to those goals it needs to be evaluated and improved. The purpose, therefore, of this project is to evaluate the program as it was in 2016 and suggest improvements for the future.

The first group meeting occurred on January 11, 2016. The decision to evaluate this program as my thesis-project was not made until February. I emailed the participants on February 16 to gauge their willingness to participate. All of the group members were

willing to help. I spent the next few weeks gaining signed release forms from all the participants.<sup>1</sup>

The primary method of evaluation has been anonymous surveys that participants completed after each monthly group meeting.<sup>2</sup> These surveys help assess the assigned reading material and discussion on a more focused level. The participants were also asked to complete a final survey gauging some overall aspects to the program. The participants were asked to select a random six-digit number and use that same number with each subsequent survey. This enabled the survey to remain anonymous but also allowed me to analyze any particular patterns or trends of participants.

In addition to the surveys were comments and suggestions that were made occasionally throughout the year and during our one-on-one meetings. My reading, research and informal conversations with pastors from other churches also influenced my thoughts about the program and its future. Finally, this paper will discuss some changes and adjustments for this leadership development program going forward.

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<sup>1</sup> At this point I had to learn how to use SurveyMonkey. Therefore, the first survey was not emailed out until April 7, 2016.

<sup>2</sup> See Appendix B for blank surveys.

## The Surveys

### Survey One<sup>3</sup> – *In the Name of Jesus*, by Henri J.M. Nouwen

The first survey was designed to address some introductory information as well as evaluate the first book and discussion. The survey showed that 1 out of 10 participants had never led a group or organization before. The other nine had at least led a group or organization at a church in an unpaid role. 8 out of 10 had experience leading at work in some capacity. Five of the group led a group or organization in college. That indicates that half of them had leadership experience early in life. Only two of the participants had leadership experience in a community or civic group. This information indicated that this was not a group of brand new leaders. Ninety percent had some leadership experience.

The next question dealt with their understanding of leadership. The responses were neither unexpected nor uncommon.<sup>4</sup> Most of them spoke of working with, influencing, or impacting other people. Most of them also indicated the importance of those people accomplishing a common goal or objective. Another common aspect of the responses was the need to assist these various others in working together and accomplishing the shared objective. Certainly one can see the importance of leading with others, as has been highlighted in this paper.

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<sup>3</sup> The group meeting occurred on January 11, 2016. For reasons mentioned above, the first survey was not emailed out until April 7, 2016.

<sup>4</sup> See Appendix C for a compilation of responses to the open-ended questions for each survey.

Only one response mentioned something about people development. This participant understood leadership to be, “Taking responsibility of growing & nurturing others' skills/talents.” Clearly there is an emphasis on developing others, which is an important aspect of biblical leadership. Missing of course is any type of working together or movement toward a common objective. There was no mention of a need for leaders to be concerned with developing other leaders, some of whom will even carry on their legacy.

While the understanding of leadership was generally healthy in many respects, there was little emphasis on developing those one is leading and no mention of leaving behind a legacy of leaders. This is not a critique of those participants. It is simply an acknowledgement that these aspects of leadership are seldom at the forefront of our minds when we think of leadership. The importance of developing others and leaving a legacy of leaders was seen in chapter’s two and three of this project. This survey underscored that, although these aspects are important they are often overlooked.

The fourth question was, “What are some important qualities of leadership?” It is worth noting that the question did not ask for “the” important quality of leadership. However, given the wording of the question one can assume that the qualities most significant to the respondents were reported. The most mentioned quality was humility. 5 out of 10 participants listed this characteristic in their response. Other significant themes were trust, integrity, and passion, commitment or dedication. Half of the

participants indicated answers that clearly involved other people.<sup>5</sup> Also making the responses were things like vision, wisdom, morality and communication.

Question five contained an interesting twist. “What is different, if anything, about Christian leadership?” Primarily, the responses indicated that the Christian leader is subject to, and focused on, God whereas other leadership is subject to, and focused on, self or ego. One respondent stated, “Christian leaders are led by God and for God's purpose, rather than personal achievement.”<sup>6</sup> The responses indicated that striving for self-advancement and personal gain would represent the antithesis of Christian leadership. One participant interestingly stated, “I don't think there is anything different about Christian leadership.”<sup>7</sup> It is unknown exactly what was intended by this comment. Perhaps he or she simply means that the qualities that make a good leader are universal and apply whether or not one is a Christian.

The next question dealt with “What issues surrounding leadership would you most like to explore?” While there was not one issue that appeared in a majority of answers themes of character and conflict were prominent. These first questions helped to provide a sense of key thoughts inside the heads and hearts of the group members. These preliminary questions were followed up by a look at the reading and discussion for that month.

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<sup>5</sup> Such as, “trusted relationships,” “people skills,” “work with the people,” etc.

<sup>6</sup> Survey 1, Question 5, respondent # 772657, submitted 4/8/16.

<sup>7</sup> Survey 1, Question 5, respondent # 042310, submitted 4/10/16.

The first book that the group read was *In the Name of Jesus*, by Henri Nouwen. Question 7 asked the participants, “How helpful was *In the Name of Jesus*, by Henri Nouwen, in growing your leadership?” Participants could respond by choosing one of five different responses: Not Helpful, Slightly Helpful, Somewhat Helpful, Very Helpful, Extremely Helpful. These designations were given a number from 1 – 5 respectively. One participant rated the book Slightly Helpful. Two rated it Somewhat Helpful. Five rated it Very Helpful and two considered it Extremely Helpful. The weighted average was 3.8.

The next question was “What key lesson(s) did you learn about leadership from *In the Name of Jesus*, by Henri Nouwen, and the group discussion?” The comments from participants were rich and thoughtful. The responses demonstrated that the participants did pick up the central themes of the book. Prayer was the most discussed theme among the responses. Christian leadership begins with prayer and time alone with God. In humbly seeking communion with God we are able to offer ourselves to him. This connected relationship with God enables us to be vulnerable with those we seek to lead.

In going through the answers to question 9, it appears that Nouwen’s book on leadership did have an impact on the participants. Question 9 was, “Did *In the Name of Jesus*, by Henri Nouwen, change your understanding of leadership? In what ways?” In many of the responses the participants indicated that Nouwen did not change their understanding as much as clarified and confirmed some things for them. One stated, the book, “clarified in a concise way, the attributes of a leaders that I might not have been

able to verbalize prior to reading the book.”<sup>8</sup> Another answered, “It’s like when you know and experience something, but you feel crazy until you bump into someone else with credibility validating your experience.”<sup>9</sup> *In the Name of Jesus* touched on things several group members sensed and perhaps experienced, but had not thought about or articulated in that way.

The book helped them to see leadership from a more biblical perspective. It strengthened the truth that “even the best leaders need God and other like-minded friends to share and discuss with.”<sup>10</sup> The book illustrated for them that “even the greatest leaders are sometimes lost and broken themselves....”<sup>11</sup> Another participant stated, “It reminded me of the need to follow God’s leading no matter where that may be in order to lead others effectively as God has called me to.”<sup>12</sup> And finally, *In the Name of Jesus* “reminded me that vulnerability, although no popularly practiced, is important for good leadership.”<sup>13</sup> The responses demonstrated that the participants were grappling with the important concepts of the book and recognized the benefit in what they were learning.

The survey’s final question was, “Did *In the Name of Jesus*, by Henri Nouwen, raise any issues that you would like to explore further?” Four of the participants chose the

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<sup>8</sup> Survey 1, Question 9, respondent # 599462, submitted 4/7/16.

<sup>9</sup> Survey 1, Question 9, respondent # 014430, submitted 4/21/16.

<sup>10</sup> Survey 1, Question 9, respondent # 772657, submitted 4/8/16.

<sup>11</sup> Survey 1, Question 9, respondent # 112979, submitted 4/18/16.

<sup>12</sup> Survey 1, Question 9, respondent # 010210, submitted 5/4/16.

<sup>13</sup> Survey 1, Question 9, respondent # 869111, submitted 5/15/16.



answer, “Not really.” The remaining six mentioned themes such as vulnerability and love as opposed to a leader “pulling the ‘power card’.”<sup>14</sup> Again, these are the things I hoped they would glean from Nouwen’s book, that Christ-honoring leadership begins with a life yielded to God and offered humbly to serve and bless others. From the discussion and from the survey responses, reading and discussing *In the Name of Jesus* provided an opportunity for these ten people to reflect on leadership from the perspective of Jesus and how it can be lived out in their lives. This book was helpful in growing the leadership of others and I would certainly use it again.

#### Survey Two – *Humilitas*, by John Dickson

For the second meeting<sup>15</sup> of the leadership development group participants were assigned the book *Humilitas*, by John Dickson. The author is an academic historian as well as an Anglican minister in Sydney, Australia. He studied and wrote about the subject of humility from the perspective of a historian who also happens to be a Christian. This was an appropriate follow-up to Henri Nouwen’s *In the Name of Jesus*.

After providing their 6-digit number, the participants were asked to rate Dickson’s book on how helpful it was, using the same set selections as the first survey. None of the participants rated it “Not Helpful,” or “Slightly Helpful.” Three of them rated it as

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<sup>14</sup> Survey 1, Question 10, respondent # 869111, submitted 5/15/16.

<sup>15</sup> The second meeting was supposed to take place on February 15, 2016. We had to cancel, however, due to a snowstorm. Therefore, we postponed *Humilitas* until the March meeting on the 7<sup>th</sup>. I kept the books in order and simply added another meeting date on May 16. I wanted to give participants two weeks to complete and submit the first survey before sending the second survey out. The survey for this meeting/book was emailed out on April 21, 2016.

“Somewhat Helpful.” 6 out of 10 rated it as “Very Helpful.” One person said that *Humilitas* was “Extremely Helpful.” The book came in with a 3.8 weighted average.

The next question probed, “What key lesson(s) did you learn about leadership from *Humilitas* and the group discussion?” There was a wonderful discussion that evening and this was reflected in the comments on the survey. Several responses to question 3 indicated that the group discussion regarding *Humilitas* was very significant for them. This is good affirmation that the communal interaction and shared learning is very important for the effectiveness of this group.

The comments were clear that humility is extremely an effective virtue for a leader and followers find it very desirable. One participant pointed out the powerful combination of the right leadership activities with the spirit of humility. “Our group discussed ... the idea that sincere humility when matched with behavior leads to an undeniable virtue which is rarely seen in the leaders that most of us have come into contact with in our daily lives.”<sup>16</sup> Dickson points out that Jesus’ life, death and resurrection was the turning point in history for how humility is viewed in western civilization. Prior to Jesus humility was seen as a great weakness. Since Christ, it has been seen as a virtue. One participant selected this as the key lesson he learned from the book.<sup>17</sup>

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<sup>16</sup> Survey 2, Question 3, respondent # 599462, submitted 4/22/16.

<sup>17</sup> Survey 2, Question 3, respondent # 929292, submitted 5/1/16.

Another person said a key lesson for them was that “Humility is a highly effective trait in leadership, both in the secular and sacred world.”<sup>18</sup> This was interesting because it seemed to contradict the feelings of someone else. That person said, “Humility is an essential trait that all leaders should practice daily, however it may not be an effective tool in a result driven private sector position.”<sup>19</sup> The discussion in the group that evening reflected this person’s concern. He understood the importance of humility for the Christian and the Christian leader but he had a hard time seeing how humility paid off in a secular business. He pointed out that many “successful” people in the business world do not seem to be humble people. While there are plenty of people in the world who reject humility and yet appear to be successful, I told the group that in the long run I still believe the pursuit of humility is well worth it. This conversation, however, led to an idea for how to improve this leadership development program in the future. I am going to invite a mature Christian leader who works in the business world to co-lead the group with me. He or she will be able to address how these biblical principles play out in the secular business world.

Question 4 was, “Did *Humilitas* impact your understanding of leadership? In what way(s)?” A few other participants mentioned the impact of Jesus on western civilization’s view of humility. In addition to this there were some great insights reported. “*Humilitas* has shown me to slow down and respect that I don’t have all the answers and even in a

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<sup>18</sup> Survey 2, Question 3, respondent # 052398, submitted 4/23/16.

<sup>19</sup> Survey 2, Question 3, respondent # 112979, submitted 4/22/16.

leadership position, that it's okay to learn and lead at the same time.”<sup>20</sup> What a terrific statement. A leader does not have to have all the answers. It is okay for a leader to learn and lead at the same time. Where do leaders get the idea that they must already know everything in order to lead?

Other responses about the book and discussion are also worth noting. “It helped me realize that leaders can still be highly effective and visionary while still being humble in their approach with others.”<sup>21</sup> Another participant wrote, “Humility is not just a character trait that Jesus has asked us to pursue, but it is also something that when incorporated into a leader inspires others to want to follow him/her.”<sup>22</sup> Still another, “I realized that good leadership is a quality of character and not only a set of skills.”<sup>23</sup> Finally, “It helps form the mindset that is more about raising others into their success, instead of simply driving me to achieve my own goals for a group.”<sup>24</sup> These are wonderful statements that help me to know, once again, that the group participants are wrestling with the important ideas of the book and are taking away some solid truths.

“Did *Humilitas* raise any issues that you would like to explore further?” was the fifth question in this survey. 6 out of the 10 respondents said, “Not really.” Of the other responses, one person wanted to talk about the tension between humility and ambition.

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<sup>20</sup> Survey 2, Question 4, respondent # 112979, submitted 4/22/16.

<sup>21</sup> Survey 2, Question 4, respondent # 010210, submitted 6/7/16.

<sup>22</sup> Survey 2, Question 4, respondent # 929292, submitted 5/1/16.

<sup>23</sup> Survey 2, Question 4, respondent # 869111, submitted 5/15/16.

<sup>24</sup> Survey 2, Question 4, respondent # 753951, submitted 5/4/16.

When is ambition okay and not at odds with humility? How does humility help keep ambition in check? Another person wanted to explore the idea of humility vs. tolerance. Even though a majority of participants identified nothing they wanted to explore further, even these answers will help me make sure these get covered in future years. In this way the program will be improved.

The final question of this second survey was very interesting. “Think of a leader that you have known personally, what is it that you respect about him or her?” I was curious to see what they respected in a leader and, in a sense, what they were aspiring to. The answers were not surprising. Some spoke of humility and integrity. Others highlighted leaders who were genuine and authentic. Still others wrote about leaders who were vulnerable and were willing to admit and share their own weaknesses. Some commented about leaders who truly cared about them and valued them, often demonstrating that in their coaching and mentoring. These were indeed great qualities of leadership. From this survey I discovered the group was on a good path but also some ways to improve the program going forward. Most importantly was a co-leader who could speak into the struggles of leading as a Christian in the business world. That will be a good improvement in the future.

### Survey Three – *Emotionally Healthy Spirituality*, by Peter Scazzero

The third gathering<sup>25</sup> of the leadership development group centered around Peter Scazzero's book, *Emotionally Healthy Spirituality* (EHS). The basic premise is that one must pursue emotional health along with spiritual disciplines or personal transformation will be limited. Participants were asked once again how helpful the book was in growing their leadership. 5 out of 10 indicated that the book was "Extremely Helpful". Two responded saying the book was "Very Helpful" and two others that it was "Somewhat Helpful." One respondent marked that the book was "Not Helpful." The overall weighted average was 4. It is interesting that everyone in the group gave it a 3 or higher while only one person rated it below that.

The next question asked was "What key lesson(s) did you learn about leadership from EHS and the group discussion?" The comments revolved around the idea of self-awareness and how one's emotional health impacts his or her leadership. "The importance of knowing and understanding yourself because only with self-awareness can you truly lead others,"<sup>26</sup> was a key learning of one person. Another important piece involved leaders staying connected to God for healing and strength instead of trying to serve and lead out of one's own strength. Sabbath, prayer and maintaining good life balance were things mentioned in relation to staying connected to God.

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<sup>25</sup> Originally scheduled for March 7, 2016, this book was covered at the meeting on April 11, 2016. The survey went out on May 9, 2016. The delay allowed the participants two weeks to complete the previous survey.

<sup>26</sup> Survey 3, Question 3, respondent # 599462, submitted 5/12/16.

The follow up question was, “Did *EHS* impact your understanding of leadership?”

The answers to this question provided more of the same types of reflections. Themes seen again were the importance of self-awareness for a leader and the need for trust and vulnerability. One participant answered, “Not really” but went on to clarify saying, “EHS impacted my understanding of myself.”<sup>27</sup> One person wrote more about his or her need for Sabbath and taking time out of her day to pray throughout the day. Another person stated, “Not really” and went on to describe how they felt the book focused too much inwardly and not enough on how God can heal us through our service.<sup>28</sup> Certainly the book is inwardly focused and this was deliberately chosen for this reason. Part of the reason I selected these first few books was to remind us that leadership begins with the heart and soul of the leader.

Question five asked, “Did EHS raise any issues that you would like to explore further?” Four participants answered “Not Really.” Among the other answers, some indicated the need to continue growing in their own emotional health and how that plays out in their behavior. One talked about the struggle of solitude amidst the reality of a family with small children. Another participant would welcome the possibility to discuss what to do when a leader in one’s life is not emotionally healthy. Once again, the comments and questions demonstrated people who are engaging with the material in

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<sup>27</sup> Survey 3, Question 4, respondent # 010210, submitted 6/7/16.

<sup>28</sup> Survey 3, Question 4, respondent # 052398 submitted 8/1/16.

thoughtful ways, considering how it can change and impact who they are as a Christian and a leader.

The final question for survey three dealt with the meetings they are supposed to be having with their partner. The question was as follows. "In the beginning of our group you were paired with a fellow group member. How have you benefited from your monthly meetings with this person?" One person indicated at the time they submitted their survey they had not been able to schedule time with their partner. This was disappointing and I realize I should have been more assertive in discussing this with group members and encouraging them to follow through.

The ones who were meeting expressed the benefits they were experiencing. One person responded, "YES...my partner has lead me to insights for daily application of the material we are learning, held me accountable the readings, but more importantly, the building of a relationship with a 'like-minded' Christian. This is extremely valuable. It adds another perspective to our topics."<sup>29</sup> Another participant shared, "It's refreshing to talk through similar struggles in balancing home/work life, opportunities for service at church, difficulties at work, etc. It's good to get another perspective on things from someone in a similar place."<sup>30</sup> Finally, another person stated, "I have learned a lot, particularly about leadership from my partner. At first, I didn't view my partner as one might call, a leader. Through this relationship, I am learning about different qualities and skills that make one

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<sup>29</sup> Survey 3, Question 6, respondent # 599462, submitted 5/12/16.

<sup>30</sup> Survey 3, Question 6, respondent # 052398 submitted 8/1/16.



a leader, especially those that don't readily stand out right away.”<sup>31</sup> The one-on-one meetings appear to be helpful for those who put the time and energy into them. The participants express appreciation and growth from the interactions.

#### Survey Four – *Toughest People to Love*, by Chuck DeGroat

In our fourth meeting,<sup>32</sup> the discussion centered around the book, *Toughest People to Love*, by Chuck DeGroat. His background as a counselor, professor and pastor provide the reader with a wonderful angle from which to view difficult people and also themselves. Once again participants were asked how helpful the book was in growing their leadership? Three indicated it was “Somewhat Helpful,” four that it was “Very Helpful,” and three that it was “Extremely Helpful.” The weighted average was 4.

I once again asked the question, “What key lesson(s) did you learn about leadership from *Toughest People to Love* and the group discussion?” A very prominent theme involved the simple truth that everyone has a story. It is so easy to view problem people as just that, a problem. “No matter in what capacity you lead, there will be challenging people and you can't run away from them.”<sup>33</sup> Realizing that they are people,

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<sup>31</sup> Survey 3, Question 6, respondent # 869111, submitted 5/15/16.

<sup>32</sup> Originally scheduled for April 11, 2016, we discussed this book on May 9, 2016. I initially thought the survey went out on May 10, 2016. There must have been some type of technical problem because no one received the survey. Therefore, upon discovering this problem, I re-sent the survey on May 26, 2016.

<sup>33</sup> Survey 4, Question 3, respondent # 042310, submitted 5/29/16.

not problems, with a story “is one way toward softening your heart so that you can work with tough people.”<sup>34</sup>

Equally as important, DeGroat reminds us that we, too, are difficult. “Often the flaws you find in other people actually tell you something about yourself.”<sup>35</sup> As one participant indicated, “It takes 2 to engage in bad behavior (half the issue may lie with me).”<sup>36</sup> And still another stated, “A good leader does not ignore the dark, but looks inside him/herself and sees one who needs mercy from Jesus.”<sup>37</sup> Others added that it takes humility and self-awareness to look at oneself in this way.

The follow-up question was simply, “Did *Toughest People to Love* impact your understanding of leadership?” Given the comments from the previous question it is not surprising that the book did impact the group’s understanding of leadership. The book “reminds me to pause and look deeper at a person.”<sup>38</sup> Along those same lines another person wrote, “I hope it will help me pause and consider more deeply the situation that a difficult person is coming from. It will also help me think more strategically and compassionately about how to deal with the person.”<sup>39</sup> This book helped group members think deeper than accomplishing goals and completing tasks. “The themes of the book

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<sup>34</sup> Survey 4, Question 3, respondent # 042310, submitted 5/29/16.

<sup>35</sup> Survey 4, Question 3, respondent # 042310, submitted 5/29/16.

<sup>36</sup> Survey 4, Question 3, respondent # 052398, submitted 6/18/16.

<sup>37</sup> Survey 4, Question 3, respondent # 869111, submitted 7/24/16.

<sup>38</sup> Survey 4, Question 4, respondent # 753951, submitted 5/28/16.

<sup>39</sup> Survey 4, Question 4, respondent # 052398, submitted 6/18/16.

impacted my understanding of what is most important in leadership. It is not about how others perceive you as a leader or what you achieve. It is about caring for people.”<sup>40</sup> This book helped clarify the primary task of the leader. As one person wrote, “Our ability to lead is as good as our ability to love.”<sup>41</sup> That is leadership that reflects the heart and character of Christ.

Question 5 was, “Did *Toughest People to Love* raise any issues that you would like to explore further?” 4 out of the 10 responders said, “Not really.” For the other six, the book stirred up things into which they wanted to dig deeper. Most of them spoke about “sticky” issues and confrontational interactions they have had with other people. One person asked some very good questions about the “dark,” referencing a chapter in which DeGroat discussed pain, difficulty and hardship; what St. John of the Cross called the “dark night of the soul.” This participant wanted to further explore, “The 'dark' and how it can be good. What are people like who shy away from the dark? Does anyone not have 'the dark' in their lives? Do leaders always need it?” Again, these comments and questions point to the significant reflection that is taking place in the minds and hearts of group members. Clearly DeGroat’s book is one that should be used in future leadership development groups.

The final question of this survey dealt with the frequency of group meetings. I asked them if meeting once per month, over the course of a year, felt right to them or if

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<sup>40</sup> Survey 4, Question 4, respondent # 010210, submitted 10/18/16.

<sup>41</sup> Survey 4, Question 4, respondent # 869111, submitted 7/24/16.

they wished we met more frequently, but only for three to four months. One person said they wished we would meet more frequently. The remaining nine responded that once per month felt just right. One of those also indicated the desire for the group to extend beyond the twelve-month period. The plan is to continue the current schedule but meeting monthly has its downsides, as we will discuss later.

Survey Five –*The Ascent of a Leader*, by Bill Thrall, Bruce McNicol, and Ken McElrath

The fifth book<sup>42</sup> we read together was *The Ascent of a Leader*, by Bill Thrall, Bruce McNicol, and Ken McElrath. These men direct the efforts of Leadership Catalyst Inc. which promotes the importance of character in leaders. Group members were initially asked, “How helpful was *The Ascent of a Leader*, by Bill Thrall, in growing your leadership?” Two participants rated it a 2, “Somewhat Helpful.” One participant gave it a 5, “Extremely Helpful.” The remaining seven group members rated it a 4, “Very Helpful.” The weighted average was a 3.9. Once again, everyone rated it a 3 or higher.

The next question explored the key lesson(s) they learned from the book and group discussion. Much of the discussion centered on capabilities versus character. “It was interesting to read and hear of how people tend to plateau in climbing the typical corporate ladder even climbing over people to get to where ever they stop. The typical ladder is all about “me” in gaining position and developing myself. In focusing on these things we miss the point of leadership. Leading others is much more about grace,

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<sup>42</sup> This dinner meeting was held on May 16, 2016. It was the meeting added due to the snowstorm from February. The survey went out on May 17, 2016.

vulnerability, humility, and trust in your team and in God's purpose for your position.”<sup>43</sup> A focus on capabilities and performance will only take a leader so far, but character is a much more stable foundation enabling a leader to soar to greater heights.

One person commented on the importance of trust for a leader and within a team. “That it is the relationships within our teams that build us into leaders that people can trust and follow.”<sup>44</sup> These relationships, not accomplishments are so vital. As one participant mentioned, “the proverbial ‘success ladder’ wasn't built upon ‘environments of grace’ and ‘relationships of grace’. Not to mention it wasn't also Christ centered.”<sup>45</sup> Another person pointed out that extending grace can radically change a relationship for the better. “It is amazing how those seemingly small acts of kindness can change an environment - no matter what your role is in the company.”<sup>46</sup>

One group member mentioned a conversation that took place after the official group meeting was over. “We talked honestly about being on the capacity ladder during the first years on the job because we feared being laid off or not being promoted. The capacity ladder seemed to be more important to us until such time that we felt safe in our position.”<sup>47</sup> I appreciate the openness and honesty of such a conversation. The

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<sup>43</sup> Survey 5, Question 3, respondent # 010210, submitted 10/18/16.

<sup>44</sup> Survey 5, Question 3, respondent # 929292, submitted 10/15/16.

<sup>45</sup> Survey 5, Question 3, respondent # 602934, submitted 5/17/16.

<sup>46</sup> Survey 5, Question 3, respondent # 599462, submitted 5/18/16.

<sup>47</sup> Survey 5, Question 3, respondent # 599462, submitted 5/18/16.

simple fact that it took place outside of the meeting time leads me to believe that the group is making an impact in the lives of those who are participating.

The fourth question was, “Did *The Ascent of a Leader* impact your understanding of leadership?” Several people commented again on how the leader’s focus should be on the people they are leading and not on themselves. One participant stated, “It’s helped me to better focus on the development of my team and understanding that our ability to achieve and succeed will be higher than if I focus on myself and my talents.”<sup>48</sup> Still another wrote, “It took the focus off of how I might perform as a leader, and turned it into a focus on how a leadership experience can help to shape me into a person of character.”<sup>49</sup> The key is not to be self-focused but others-focused and it is character that enables a leader to do this. For another group member the book helped them consider “character development through the process of relational interactions.”<sup>50</sup>

In considering the impact of *The Ascent of a Leader*, one participant had significant insight and honesty to share about vulnerability:

This book really pointed out the value of vulnerability. I am not normally someone who is overly vulnerable with others especially in a work setting. This turned the tables on my understanding of leadership somewhat. Up to this point leadership to me was largely having most of the answers and appearing strong. While it is important to be competent, this book pointed out the need to be real with the team you are leading and to have grace with them.<sup>51</sup>

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<sup>48</sup> Survey 5, Question 4, respondent # 052398, submitted 7/8/16.

<sup>49</sup> Survey 5, Question 4, respondent # 929292, submitted 10/15/16.

<sup>50</sup> Survey 5, Question 4, respondent # 014430, submitted 10/21/16.

<sup>51</sup> Survey 5, Question 4, respondent # 010210, submitted 10/18/16.

Vulnerability is not easy for a leader yet several authors have encouraged this. Apparently this book helped this person turn a corner on their view of leadership.

Another group member had a different take on the book. “Honestly, I didn't really care much for the book. I found the points to be repetitive, and subjects we have already covered in other books. I don't feel like I processed much.”<sup>52</sup> Answers like this elevate trust in the feedback from the surveys. This is very good feedback for the program. Perhaps the themes or approaches of the first five books are too similar. In future leadership development groups I need to think about exchanging one of the first five books for something else.

Up next on the survey was the question; Did *The Ascent of a Leader* raise any issues that you would like to explore further? The responses by the group members were both fascinating and intriguing. One wrote, “Knowing the difference between God's call to service and your own desire/ willingness to serve.”<sup>53</sup> Discerning God's voice as opposed to one's own voice is not easy. This person realizes that and is searching for answers.

Some group members were focused on others. “Intentional relationship building and development. Tangible ways to invest in this area.”<sup>54</sup> In building those relationships one participant is considering ways he/she, “might grow in vulnerability with those that I

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<sup>52</sup> Survey 5, Question 4, respondent # 772657, submitted 5/30/16.

<sup>53</sup> Survey 5, Question 5, respondent # 599462, submitted 5/18/16.

<sup>54</sup> Survey 5, Question 5, respondent # 014430, submitted 10/21/16.

lead.”<sup>55</sup> Participants are not only concerned about those they are leading, however.

There are other relationships that must be considered. “The question that this book left for me is this: I can do a lot to focus and work on the development of my team, however a lot of decisions and power remain above my level. How do I and my team lead upwards in the organization and across to other teams to gain success and lead in a way that has a broader impact?”<sup>56</sup> These are great questions. What can one do when those in authority over you are on the capacity ladder instead of the character ladder? How can one climb the rungs of trust, vulnerability and truth when the people they work for are climbing on other rungs? These are great questions and it is encouraging to know the group members are wrestling with them.

A couple of other responses also caught my attention. One person wrote,

I have been told in my workplace that I would make a good leader and then I have also been told the same at church. There are many aspects to both places that I enjoy and feel like I could make a difference. One of the rungs in the book said to “acquire positions that match who I am.” I guess I am still trying to determine what my focus should be. I know that I can't do everything because then I wouldn't be doing a very good job with all I have taken on. However, I am still wrestling with where I would be the best leader and be of most value.<sup>57</sup>

This group, the books we read, the discussions in which we engaged were helping this person ask some important questions. This experience is taking him/her on a journey of discovering more fully who he/she is in Christ and what Christ has for his/her life.

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<sup>55</sup> Survey 5, Question 5, respondent # 929292, submitted 10/15/16.

<sup>56</sup> Survey 5, Question 5, respondent # 052398, submitted 7/8/16.

<sup>57</sup> Survey 5, Question 5, respondent # 042310, submitted 8/1/16.



One other participant shared some very complimentary words. “I'd like to add that with all the books and information we are reading and sharing that I can't help but want to write a thesis myself. This has been a very powerful and eye opening experience for me and I truly appreciate the opportunity to grow alongside you and the others in this group.”<sup>58</sup> Clearly improvements can be made to this leadership development program. Good things are happening, however. The overall feedback is very positive.

#### Survey Six –*The Next Generation Leader*, by Andy Stanley

The sixth<sup>59</sup> book the leadership development group read and discussed Andy Stanley's book, *The Next Generation Leader*. Stanley is the senior pastor of North Point Ministries in the Atlanta, Georgia area. Once again, group members were asked, “How helpful was *The Next Generation Leader*, by Andy Stanley, in growing your leadership? One person rated it “Somewhat Helpful.” Seven rated it “Very Helpful.” Finally, two participants said “Extremely Helpful.” The weighted average for *The Next Generation Leader* is 4.10.

Participants were also asked, “What key lesson(s) did you learn about leadership from *The Next Generation Leader* and the group discussion?” 9 out of 10 participants mentioned the activity of a leader. One wrote, “Discover your core strengths. Alter your work to play upon your strengths and delegate the rest.”<sup>60</sup> Stanley said leaders should

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<sup>58</sup> Survey 5, Question 5, respondent # 602934, submitted 5/17/16.

<sup>59</sup> The sixth meeting took place on June 13, 2016. The survey went out on June 17, 2016.

<sup>60</sup> Survey 6, Question 3, respondent # 772657, submitted 8/19/16.

not feel pressured to do everything well and be balanced. As another group member presented, “The greatest lesson I learned was the importance of doing less and accomplishing more. The idea of delegating my weaknesses allows others to flourish wasn't something I was accustomed to.”<sup>61</sup> A different participant echoed this same surprise. “Typically you hear people talk about working on weaknesses. However, this book specifically talked about working with a team that complements its team members by having people of differing strengths.”<sup>62</sup>

Still another person pointed out how this has helped him/her. “The idea that I am not going to be good at a lot of things and should focus on the value I bring while finding a team or just letting go of things that I don't do well. I've already carried this into a lot of the leadership activities that I'm involved in.”<sup>63</sup> Obviously there are things one occasionally must do as a leader that is not a strength or that they do not enjoy. Starting with the mindset, however, of leveraging the strengths of everyone on the team, including the leader, forces leaders to share leadership with others and to develop others. The leader who thinks they must be great at everything will try to be great at everything and this will foster more Lone Ranger leaders.

Other comments from this question talked about the importance of character and the importance of finding a leadership coach. When responding to this question, one person mentioned the idea of “having a different coach for the different focus areas of

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<sup>61</sup> Survey 6, Question 3, respondent # 602934, submitted 6/28/16.

<sup>62</sup> Survey 6, Question 3, respondent # 010210, submitted 10/18/16.

<sup>63</sup> Survey 6, Question 3, respondent # 052398, submitted 7/8/16.

leadership, and the importance of understanding that a coach is not perfect.”<sup>64</sup> Seldom will one coach be the best for every area of life but there is nothing wrong with gleaning wisdom from different mentors. Clearly several people in the group picked up on the idea of finding leaders they can look up to and learn from.

The following question on the survey was, “Did *The Next Generation Leader* impact your understanding of leadership?” Once again, some participants talked about the tasks and activities in which a leader engages. “I was surprised and glad to read about not needing to be a ‘balanced’ leader. I don't need to know and do everything. I like how delegating outside our core competencies allows other leaders to play to their core strengths.”<sup>65</sup> Again, this mindset encourages, and even forces, a leader to work with others.

Other participants discussed the importance of character. “I need to work on the clarity with which I speak and make sure my character is someone that people would find worth following.”<sup>66</sup> Character, and who one is as a leader, was a significant part of the first several months of our group and participants picked up on this. “The book also continued to affirm the idea that character is an essential part of leadership both from humility, emotional maturity, and integrity.”<sup>67</sup> *The Next Generation Leader* was chosen more for its practical focus on leadership but Stanley definitely adds illumination to the

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<sup>64</sup> Survey 6, Question 3, respondent # 052398, submitted 7/8/16.

<sup>65</sup> Survey 6, Question 4, respondent # 772657, submitted 8/19/16.

<sup>66</sup> Survey 6, Question 4, respondent # 042310, submitted 7/14/16.

<sup>67</sup> Survey 6, Question 4, respondent # 010210, submitted 10/18/16.

importance of character as well. The practical assistance it provides regarding leadership was also noticed by the group. "It did not change my understanding of leadership but was useful in identifying ways of being more effective in leadership."<sup>68</sup> Stanley does an effective job of balancing the character and heart of a leader with the skill and practical aspects of leadership.

The final question of survey 6 was, "Did *The Next Generation Leader* raise any issues that you would like to explore further?" 4 out of 10 group members chose, "Not really." The remaining 6 participants had some very interesting things to say. Once again the comments were encouraging to me as it indicates engagement with the material.

There were a significant number of comments regarding mentoring and coaching. "At times, it seemed like there was a merging of the concept of an accountability or mentor partner and that of a leadership coach. We might want to clarify the difference, if indeed there is a difference?"<sup>69</sup> The group did not venture into the murky waters in an attempt to make crystal clear to the differences between these aspects but at least one person was wrestling with them.

Another participant indicated the desire to seek out coaches or mentors for his or her life. "I want to pursue having someone coaching or mentoring me in both a spiritual capacity as well as a professional capacity. These may be the same or different depending on who it is, but I feel I would benefit tremendously from having a mentor relationship.

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<sup>68</sup> Survey 6, Question 4, respondent # 052398, submitted 7/8/16.

<sup>69</sup> Survey 6, Question 5, respondent # 599462, submitted 6/20/16.

Also, I want to be mentoring and coaching others.”<sup>70</sup> Statements like these lead me to believe that books and discussions like these are helping to build leaders for the future.

Still another group member talked about the importance of a coach or mentor helping to keep one on track:

Leaders must have an ongoing source of truth constantly pouring into their lives. Otherwise, all leaders are susceptible to slowing veering off path. Nearly all biblical examples of leadership are equally loaded with leadership failures. Not all, but many of the most well-known also have significant failures as leaders speaking to the fact that it’s a slippery slope when one isolates their lives from being examined.<sup>71</sup>

The idea of being examined brings to mind the importance of humility and vulnerability; two themes that have been constant companions throughout the year.

A comment from another participant indicated that he or she, “was impressed by the way that Stanley was able to address leadership in a broad manner that could be applied to ministry, home, and business.”<sup>72</sup> The hope is that this leadership development program would be about more than just being a good leader at church. Hopefully the lessons learned from this group will have impact beyond Crossway, transforming families, businesses and communities.

Additional comments were also made about a leader leveraging their strengths. One group member stated that *The Next Generation Leader* and our discussion, “made

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<sup>70</sup> Survey 6, Question 5, respondent # 010210, submitted 10/18/16.

<sup>71</sup> Survey 6, Question 5, respondent # 014430, submitted 7/11/16.

<sup>72</sup> Survey 6, Question 5, respondent # 052398, submitted 7/8/16.

me want to explore further my passions and strengths.”<sup>73</sup> This was exciting to me because that indeed was a future part of our leadership development program. The plan involved looking at this in the fall.

Staying on that same theme, one participant raised a great dilemma. They wanted to further explore the idea of “Playing to one's strengths and delegating weaknesses when you don't have the authority to do so.”<sup>74</sup> How does one leverage his or her strengths and delegate those things which are not strengths when a boss or bosses above them may not agree or even understand this perspective. This is a great question. A lead pastor of a church may have more freedom to focus on strengths than his or her staff. The same is true in the business world. While every question and dilemma was not solved, the fact that participants were asking and wrestling with these situations is evidence that the group is having a positive impact on their lives.

#### Survey Seven – Case Studies of Biblical Leaders

For our seventh meeting,<sup>75</sup> I made a mistake that turned out well. I failed to communicate the next book as early as would have been preferred. Because of this, with input from the group, the decision was made to study and present leadership lessons from characters in the Bible. I provided a list of nine leaders from the Bible and each pairing of group members could select a character to study. No two pairings could

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<sup>73</sup> Survey 6, Question 5, respondent # 929292, submitted 10/15/16.

<sup>74</sup> Survey 6, Question 5, respondent # 869111, submitted 7/24/16.

<sup>75</sup> This meeting took place on July 11, 2016. The survey went out on August 13, 2016.

choose the same character. The characters chosen were Joshua, Eli, Samuel, Solomon, and Barnabas.

Each pair was then to study their character from the standpoint of leadership and then present to the group, at our seventh meeting, what they learned, the good and the bad. In the survey, I again asked, “How helpful was our study of biblical leaders?” One person rated it “Slightly Helpful,” one person rated it “Somewhat Helpful,” and one person rated it “Extremely Helpful.” A vast majority, 7 out of 10, rated it “Very Helpful.” The weighted average was 3.8.

The follow up question was, “What key lesson(s) did you learn about leadership from your study and our discussion of biblical leaders?” Once again the responses were both interesting and insightful. One person mentioned the interaction between the books read and the biblical character he or she studied. “This follow-up assignment gave me the opportunity to take what I had learned and identify those characteristics in Biblical leaders.”<sup>76</sup> Another made a similar connection. “God's appointed biblical leaders needed to follow the same leadership guidelines that we are learning from our readings.”<sup>77</sup> The integration of the reading with the character study is good to see.

Several participants noticed the ordinariness of the biblical characters. “Interestingly, Biblical leaders, had the same flaws as I see in myself and in leaders of our current age. The lesson is to see how God molded and transformed these individuals into

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<sup>76</sup> Survey 7, Question 3, respondent # 599462, submitted 8/27/16.

<sup>77</sup> Survey 7, Question 3, respondent # 772657, submitted 8/19/16.

the champions of faith!”<sup>78</sup> Again, “I learned just how “normal” the biblical leaders were. They were just as flawed as we are and God used them where they were to do wonderful things. It is very inspiring.”<sup>79</sup> Not only are the biblical characters like us, many of their challenges are as well. “It was interesting to draw a parallel between the challenges we face today as leaders and the challenges that our biblical leaders faced too.”<sup>80</sup>

Another group member remarked, “The study provided actual real-life examples of good and bad leaders and how they were impacted by their leadership styles.”<sup>81</sup> When one considers the five different leaders examined, they are very different. Indeed, “There is a diversity of leadership styles and situations. God raises the right people for the proper moment.”<sup>82</sup> Ultimately a leader’s trust must be in God, knowing he provides strength for the task and grace in the face of failure. In fact, one participant stated that the study was, “A great reminder all leaders face personal failures, reminder of our dependence on grace.”<sup>83</sup> Two of the group members mentioned the importance of humility. “Humility was a common important characteristic to most of the leaders.”<sup>84</sup> This truth aligns squarely with the group’s reading over the first 6 months of the year.

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<sup>78</sup> Survey 7, Question 3, respondent # 599462, submitted 8/27/16.

<sup>79</sup> Survey 7, Question 3, respondent # 042310, submitted 10/13/16.

<sup>80</sup> Survey 7, Question 3, respondent # 602934, submitted 1/28/16.

<sup>81</sup> Survey 7, Question 3, respondent # 772657, submitted 8/19/16.

<sup>82</sup> Survey 7, Question 3, respondent # 052398, submitted 10/9/16.

<sup>83</sup> Survey 7, Question 3, respondent # 014430, submitted 10/25/16.

<sup>84</sup> Survey 7, Question 3, respondent # 052398, submitted 10/9/16.



Next, the group members were asked, “Did our study and discussion of biblical leaders impact your understanding of leadership?” This study did not provide revolutionary new insights for the group. “I am not sure if I learned more about leadership. Rather, I feel that this month helped me to see the theories we were reading about executed.”<sup>85</sup> The study helped provide some integration and real life examples of the things we have been reading. Another person responded, “Other than showing real-life examples of what can happen under good or poor leadership, I wouldn't say this study taught me anything new about leadership.”<sup>86</sup> In terms of positive things learned and the integration of previous material, one participant shared the following:

It reinforced the incredible importance of following God wholeheartedly and not turning away when things are challenging or when we stumble. In Christian leadership loving God and following him must be at the forefront of whatever we do. When it is, we lead from a place of humility, strength of character, and security in our identity with him. Doing that allows us to care for people and lead well rather than leading from an agenda to climb the ladder.<sup>87</sup>

These are great lessons to have reinforced. In addition, it is good to see the participants bring together the different insights they are learning.

Question five asked, “Did our study of biblical leaders raise any issues that you would like to explore further?” 7 out of 10 responded, “Not really.” One participant suggested a self-reflection discussion about our leadership using biblical characters as examples. Another participant could not seem to remember that each biblical character report was given. I question whether this was an effective learning tool.

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<sup>85</sup> Survey 7, Question 4, respondent # 042310, submitted 10/13/16.

<sup>86</sup> Survey 7, Question 4, respondent # 772657, submitted 8/19/16.

<sup>87</sup> Survey 7, Question 4, respondent # 010210, submitted 10/18/16.

For question 6 I asked a question to explore, “Given your learning style, do you get more out of researching and presenting a biblical leader case study or from reading and discussing a book?” 6 out of 10 participants said they learn equally from both. 3 out of 10 indicated they get significantly more from reading and discussing a book. The final participant stated they get slightly more from reading a book. What I learned from the response is that the exercise works okay for most people though one-third got more from a book study. The responses did not highly favor one side or the other.

As a follow up question, the participants were then asked, “What would you say - pros and cons - about the learning and benefits of doing biblical case studies as compared to the learning and benefits of reading and discussing a leadership book?” The benefits of the exercise included things such as collaborating with partners, the focus and digging into the material because you were going to have to present it to the entire group, and the opportunity to look at the characters through a particular lens, such as leadership in this case. The downsides involved outside of the character they studied, they did not retain as much learning from the other characters. Just hearing it once and briefly, as opposed to working through a book over the course of a month, limited what they learned from the others’ presentations. Another spoke about this as a lack of depth that had been experienced in reading the books. One person suggested assigning characters to each person and presenting one or two each meeting. Still another person suggested giving the reports at the last meeting, allowing pairs to work on them throughout the year. I feel this exercise is valuable to do in some format. The next time I

offer the program I will shift how it is done and choose one of the suggestions offered by the participants.

#### Survey Eight – The Global Leadership Summit<sup>88</sup>

The group did not meet as was customary during the month of August and a book was not assigned. Instead, group members were asked to make an effort to attend the simulcast of The Global Leadership Summit. Held annually on the campus of Willow Creek Community Church, the speakers are broadcast via satellite to locations around North America. While we would be traveling only to the location in Bedford, NH participants still had to get off work and arrange care for children to participate. 5 out of the 10 group members participated. Since not everyone attended I was not able to use the same survey mechanism. The survey I collected from the four out of five attenders was not anonymous.

The first question I asked was, “How helpful was the Global Leadership Summit to your leadership development?” Two responded that it was, “Very Helpful” and two responded that it was, “Extremely Helpful.” One did not respond. The average is 4.5.

The second question the survey asked was, “Is there one idea, concept or suggestion that has stuck with you since the Global Leadership Summit that has been helpful for you as a leader?” The responses were varied as expected. Kandice replied, “I learned a lot about what it means to be a team player and how to help a dysfunctional

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<sup>88</sup> Held August 11-12, 2016.

team. I learned from Melinda Gates that it is possible to be a great mom but also lead in the workforce as well.”<sup>89</sup> Shirley stated, “Travis Bradberry talked about emotional intelligence and the importance of knowing yourself and understanding how those you are working and serving are “wired up” to increase your effectiveness.”<sup>90</sup> She also noted that, “Bill Hybels said, ‘Stop learning...you stop leading.’ So very true.”<sup>91</sup> This is a great reminder for every leader.

Mike provided three things he took from the Summit, one of which was from Patrick Lencioni. “*The Ideal Team Player* by Lencioni was a great model that I used with my group at work (I bought them each their own copy). I talked about the need to use that model as they work in teams in their day-to-day work, being aware of their own behavior and effect on the team.”<sup>92</sup> Another aspect Mike felt was helpful was, “*The 4 Disciplines of Execution*. We spend a lot of time talking about strategy development because it’s fun and exciting, but we spend very little time focused on the tough part, execution. This has helped me better plan for execution and track progress against goals.”<sup>93</sup>

In response to this question Joseph mentioned, “I have two index cards sitting on my desk that I wrote. One is a reminder that a leader’s key role is ‘to energize key

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<sup>89</sup> McBrearty, Kandice, Global Leadership Summit Survey.

<sup>90</sup> Paquette, Shirley, Global Leadership Summit Survey.

<sup>91</sup> Paquette, Shirley, Global Leadership Summit Survey.

<sup>92</sup> Felo, Mike, Global Leadership Summit Survey.

<sup>93</sup> Felo, Mike, Global Leadership Summit Survey.

initiatives' as Hybels noted. This is really the role I have played the most in my experience over the past few years. Not creating documents, presentations, or spreadsheets, but bringing energy, life, and focus to the right things, and drowning out the noise of all the other."<sup>94</sup> Joseph also mentioned the benefit he received from watching a video two weeks later on the Global Leadership Summit App.

Clearly all four appreciated the Global Leadership Summit and all would recommend it to others. The third question I asked was just that, "Would you recommend the Global Leadership Summit to someone else?" Again, they all confirmed the benefit of the Summit.

Mike answered affirmatively. "Absolutely yes. It was a great opportunity to hear talks on a lot of leadership related topics out of which I could pull subjects that I wanted to follow up on. It got me out of my day-to-day work and helped me step back and look at the big picture. I will be bringing my team from work back next year." Mike works in the business world but is planning to bring his entire team from work. That is a ringing endorsement.

Kandice was also very complimentary about the Global Leadership Summit.

Absolutely! Not only do you learn a lot about leadership but you see it in all different ways. You can apply what you learn to your job, to your role in a household, to your church, and to your friends and significant other. ... it would be great to get a hotel room the first night so that when you leave you can go back and digest what you just heard with someone who was also there. It would be nice to have that time to reflect.

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<sup>94</sup> Chestnut, Joseph, Global Leadership Summit Survey.

Clearly she felt it was a great experience and is not only looking to go back next year but also looking for ways to increase what she gets out of the Summit.

Shirley also indicated she would recommend it as well. Joseph said, “The Summit provides incredible key coaching.... At some point, if they take the time to really reflect, they will recognize the profound truths and experience brought to light during these sessions.”<sup>95</sup> For the purposes of this project, all attenders felt it was extremely beneficial and plan to attend again next year on their own. The Global Leadership Summit is a worthwhile event that contributed to the growth of the group members who attended.

#### Survey Nine – *Being Leaders*, by Aubrey Malphurs

In September,<sup>96</sup> the group read Aubrey Malphurs’ book, *Being Leaders*. Malphurs has long been a professor at Dallas Theological Seminary and written numerous books on practical ministry issues. The first question asked about the book was “How helpful was *Being Leaders*, by Aubrey Malphurs, in growing your leadership?” 4 out of 10 group members found the book “Somewhat Helpful.” 3 out of 10 found it “Very Helpful.” Two participants rated it “Slightly Helpful” and one, # 602934, rated it “Not helpful.” No participants gave it a rating of “Extremely Helpful.” *Being Leaders* received the lowest rating of all the books with a weighted average of 2.9.

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<sup>95</sup> Chestnut, Joseph, Global Leadership Summit Survey.

<sup>96</sup> The group met on September 12, 2016. The survey went out on October 6, 2016.

The follow up question was, “What key lesson(s) did you learn about leadership from *Being Leaders* and the group discussion?” While the answers to this question were fairly diverse there were a few areas mentioned by at least a couple of group members. According to one participant what was most “valuable was the leadership audits in the appendixes.”<sup>97</sup> There were many assessments in the book and at least a few of these were deemed helpful. Another participant wrote, “The most valuable part of the book was ch 5 - Influential Leader, as I was able to discover my leadership style and identify my strengths and weaknesses.”<sup>98</sup> Still another one wrote, “I also learned from taking the surveys and reading the book that there are many different kinds of leaders and I tend to be a diplomat-inspirational. It was good to be able to identify that and then read the implications for what that means.”<sup>99</sup> The opportunities for self-discovery were helpful for a few group members.

Three different participants mentioned the theme of credibility and trust. “In the group discussion, I really enjoyed our talk about being credible and being able to admit when we are wrong, and how doing so may have a positive influence on others rather than appearing weak.”<sup>100</sup> The leader who tries to hide their mistakes and shortcomings from their followers will end up losing credibility in the long run. The leader who can admit and own mistakes will, in the long run, have increased credibility with their

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<sup>97</sup> Survey 9, Question 3, respondent # 599462, submitted 10/12/16.

<sup>98</sup> Survey 9, Question 3, respondent # 772657, submitted 10/12/16.

<sup>99</sup> Survey 9, Question 3, respondent # 042310, submitted 10/13/16.

<sup>100</sup> Survey 9, Question 3, respondent # 772657, submitted 10/12/16.

followers. Another participant stated the most valuable part of the book for them was the section on “credibility/regaining lost credibility as well as changing the approach to leadership depending on the situation rather than sticking to one specific style/approach regardless of the circumstances.”<sup>101</sup> Still another said the most important insight was on, “recovering lost trust.”<sup>102</sup>

Question 4 was, “Did *Being Leaders* impact your understanding of leadership?” 6 out of the 10 respondents indicated that the book did impact their understanding of leadership. One person wrote, “It helps me understand my influence as a leader when I may not necessarily be in a position of authority, but I can still lead others effectively none-the-less.”<sup>103</sup> Influence is a very important aspect of leadership and one does not have to possess a title to wield it. This was a wonderful lesson for this person to learn.

Another person indicated the, “book helped me to understand that leaders are not all going to look the same and people can and will lead in different ways.”<sup>104</sup> Leaders are not made with a cookie cutter where everyone looks and acts the same. In addition to that, there is not a cookie cutter approach to all leadership situations. As one participant wrote they appreciated Malphurs discussion of “the systematic treatment of how different ministry situations should impact your approach to leadership. It made me consider my own skills and interests in the context of the opportunities there are to

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<sup>101</sup> Survey 9, Question 3, respondent # 010210, submitted 10/18/16.

<sup>102</sup> Survey 9, Question 3, respondent # 869111, submitted 10/10/16.

<sup>103</sup> Survey 9, Question 4, respondent # 772657, submitted 10/12/16.

<sup>104</sup> Survey 9, Question 4, respondent # 042310, submitted 10/13/16.



lead/serve in the church.”<sup>105</sup> All leaders, situations, and tactics are not uniform but are different and this necessitates that the leader must be wise and discerning in many ways.

4 out of the 10 participants responded that *Being Leaders* did not really impact their view of leadership. Two of the respondents went on to comment on this designation. One wrote, “I found this book to develop for me more of a laundry list of all of the things I need to remember to do when I am leading others, rather than fuel me with different ideas on how to approach things.”<sup>106</sup> Another stated, “I didn't feel that the book had any new impact on my understanding of leadership, but it certainly reinforced the ideas of emotional maturity, character, credibility/trust, and humility. I didn't feel it had new ideas that hadn't already at least been mentioned in the other books we read so far.”<sup>107</sup>

The final question for survey 9 was, “Did *Being Leaders* raise any issues that you would like to explore further?” 7 out of the 10 group members stated, “Not really.” Of the other three, two seemed to focus on the assessments. One wanted to go back and take the assessments to discover more about himself/herself. The other wished we had discussed the results of the assessments in the group setting. This question about *Being Leaders* spawned very few significant comments.

I had not read *Being Leaders* before assigning it to the group. As we were going through our evening of discussion, I did not feel this book was very helpful to our group.

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<sup>105</sup> Survey 9, Question 4, respondent # 052398, submitted 11/20/16.

<sup>106</sup> Survey 9, Question 4, respondent # 929292, submitted 10/15/16.

<sup>107</sup> Survey 9, Question 4, respondent # 010210, submitted 10/18/16.

The discussion was flat as the energy and enthusiasm were lacking. The book seemed to be written more for pastors than lay leaders and some group members commented on this. I was not surprised the book was rated as low as it was. This is not a book our leadership development groups will use going forward.

#### Survey Ten – *The Mentor Leader*, by Tony Dungy

In October,<sup>108</sup> the group read *The Mentor Leader*, by Tony Dungy. The Super Bowl winning coach shared key aspects of leadership, largely from his experiences in football. The first question on the survey about the book was, “How helpful was *The Mentor Leader*, by Tony Dungy, in growing your leadership?” One person rated it “Slightly Helpful.” Three people rated it “Somewhat Helpful.” “Very Helpful” was chosen by four people. Two participants rated it, “Extremely Helpful.” The weighted average was 3.7.

At our dinner meeting that month, one of our participants led the discussion. This idea occurred to me in August. Since he was hosting in September it seemed more considerate to have him lead at the October meeting. He did an excellent job and I decided that this should happen more often going forward. Since we were planning to use *Strengths Finder 2.0* and the online assessment in November, I wanted to personally lead that month. I decided to ask someone else lead in December however. This is something I will definitely continue in future leadership groups.

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<sup>108</sup> The group met on October 17, 2016. The survey went out on October 31, 2016.

As with previous surveys, the second question asked was, “What key lesson(s) did you learn about leadership from *The Mentor Leader* and the group discussion?” As with many of the previous books, the responses provided the information that the participants were getting something out of this experience but also what they were getting out of it. One theme dealt with a mentor leader’s need to engage in the lives of the people they lead. One person wrote, “Some of the key ideas that I found in this book and during the discussion were the importance of mentoring in close proximity. It is impossible to mentor from a distance.”<sup>109</sup> This does not refer only to geographical proximity. One can be in the same city or same church as someone they are mentoring but if they do not spend time with the person, little mentoring will be accomplished. Another participant noted, “You need to be invested in the people you lead. You need to be invested in all parts of their life and push them to get better.”<sup>110</sup>

Still another person commented on the importance of *person first* versus *task first*. “The value in developing relationships ahead of developing leaders for an explicit purpose.”<sup>111</sup> Time, proximity, engaging can also lead to discussions about an open door policy. One group member mentioned that keeping one’s door open is not the only criteria for an open door policy. “I also agreed with Dungy's ideas regarding a mentor's ‘open door’ policy. A true open-door policy is a matter of attitude and approachability. One thing that Dungy also mentioned was if the mentor states that he/she has an open

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<sup>109</sup> Survey 10, Question 3, respondent # 599462, submitted 11/3/16.

<sup>110</sup> Survey 10, Question 3, respondent # 042310, submitted 11/1/16.

<sup>111</sup> Survey 10, Question 3, respondent # 753951, submitted 11/12/16.

door policy then it needs to be a safe environment to share comments and concerns without formal repercussions.”<sup>112</sup> If the mentor is emotionally closed and resistant to input even though the physical door is open there is no open door policy.

Not surprisingly, the subject of humility and an “others first” attitude came up yet again. One person said the key lesson they learned was the, “Significance of being humble as a Leader: e.g., putting the needs of others first.”<sup>113</sup> Another commented, “Leadership means being concerned with the outcome of those you serve and mentor without regard to your own recognition.”<sup>114</sup> That statement falls exactly in line with the participant who remarked, “That leadership is not about us at the leader, but about the people we are leading. That doing things the right way has an impact on people.”<sup>115</sup> And finally, a simple statement to underscore the virtue of humility, “This book reinforced the biblical principle that life is not about us as individuals.”<sup>116</sup>

The next question on the survey was, “Did *The Mentor Leader* impact your understanding of leadership?” One participant responded, “Not really – This book was one of my least favorite books we've read so far, but still a good read.”<sup>117</sup> This was an interesting response. I wonder if this person would encourage me to keep the book in the

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<sup>112</sup> Survey 10, Question 3, respondent # 599462, submitted 11/3/16.

<sup>113</sup> Survey 10, Question 3, respondent # 772657, submitted 1/5/17.

<sup>114</sup> Survey 10, Question 3, respondent # 052398, submitted 11/20/16.

<sup>115</sup> Survey 10, Question 3, respondent # 929292, submitted 1/16/17.

<sup>116</sup> Survey 10, Question 3, respondent # 010210, submitted 1/8/17.

<sup>117</sup> Survey 10, Question 4, respondent # 602934, submitted 10/31/16.

rotation for future groups? I wrestled with this question while I was reading the book and during the group discussion and was torn. Others, however, had a more encouraging experience.

One theme that came out had to do with culture. “I loved the real life example of a football coach leading with humility, and the positive effects it has on the whole team.”<sup>118</sup> Another stated, “I was impressed by the impact that building a culture of mentorship can have on a team and organization even when the organization is as achievement driven as an NFL team. This is a surprising result and gives me confidence that investing in those I lead can result in great achievement by the group.”<sup>119</sup> The culture that Dungy tried to create within his team was encouraging to the group.

The culture to be created, of course, is one that truly cares about the people one is leading. “It is not enough for me to just help them do better in their job. I need to listen, ask about their personal lives, check in and make sure they know that I am there for them.”<sup>120</sup> Another participant said that the book, “Reminded me that leading others has to come from a heart that cares both about them AND the mission (end goal).”<sup>121</sup> People first. Dungy’s approach to leadership came through loud and clear to group participants.

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<sup>118</sup> Survey 10, Question 4, respondent # 772657, submitted 1/5/17.

<sup>119</sup> Survey 10, Question 4, respondent # 052398, submitted 11/20/16.

<sup>120</sup> Survey 10, Question 4, respondent # 042310, submitted 11/1/16.

<sup>121</sup> Survey 10, Question 4, respondent # 929292, submitted 1/16/17.

One person shared a reflective comment about the book and his/her experience in the business world.

The idea of mentor leadership was something that I identified with in my own leadership style to this point, and I think falls directly in line with the way Jesus led his disciples. However, in the business world it is uncommon to see this type of leadership. The majority of leaders that I see are those that have a bent toward performance and do not view their people as people but rather as a means to accomplish their bottom line goals. There are a few leaders that I have seen with a mentor leader mind set, and they are the ones that people have a desire to work for. This book showed me that this type of leadership can be successful not only in having an impact on the lives of others, but also accomplishing the goals you set out to achieve (I.e. Dungy's Super Bowl win). Mentor leadership enables your team to reach their potential, and when people see that you value them as a person and value their development they are more motivated to do their best.<sup>122</sup>

One can appreciate the honest assessment of what this participant experiences. It is also evident that he/she would love to work under a true mentor leader. Most encouraging is his/her desire to be that kind of leader who sees individuals grow and thrive while the team accomplishes its goals.

The final question for survey 10 was, “Did *The Mentor Leader* raise any issues that you would like to explore further?” 7 out of 10 group members responded by stating, “Not really.” Of those seven, two of them followed this with interesting statements. One said, “Not really – It was an outstanding book.”<sup>123</sup> Another one said, “Not really - I thought this was a great book. I'll be passing it on to some else.”<sup>124</sup> This is the first time

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<sup>122</sup> Survey 10, Question 4, respondent # 010210, submitted 1/8/17.

<sup>123</sup> Survey 10, Question 5, respondent # 599462, submitted 11/3/16.

<sup>124</sup> Survey 10, Question 5, respondent # 052398, submitted 11/20/16.

someone has said they will be sharing a book with another person. So even though the book did not raise issues they wanted to explore further, they thought highly of it.

One participant circled back to the theme of humility. “How can I challenge others to improve and build into them through leadership, while maintaining humility? Also it posed a really tough challenge... ‘am I prepared to have a great success and not get any credit for it?’ This is something that I will need to explore further, but is a great challenge and goal to challenge my heart in leadership.”<sup>125</sup> The question referenced here is wonderful. Are you prepared to have great success and not get any credit for it? It is even better that this participant is wrestling with these questions. Obviously there is a need to pursue healthy answers to these questions but first the leader must be willing to ask the questions.

While not really expressing an issue they would like to explore further, one participant shared some interesting thoughts about mentorship, American culture, and education.

I think our culture drives us away from mentorship, in contrast with our country's history. Apprenticeships, mentorships, seemed to have been more common and intentional in colonial days. I think now we rely on the academic system too much, and the academic system doesn't always create one on one practical relationships for development, it's a detached version and one that just propagates intellectual learning without internalization and deep grasp of the subject at hand.<sup>126</sup>

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<sup>125</sup> Survey 10, Question 5, respondent # 929292, submitted 1/16/17.

<sup>126</sup> Survey 10, Question 5, respondent # 014430, submitted 12/26/17.

This reminds me that this leadership development program should be very careful about relying too heavily on the content of books. The meals and the personal interaction and involvement with the participants is critical. It also raises the question about more hands on leadership involvement among the participants.

Tony Dungy's book, *The Mentor Leader*, has left me in a quandary. Initially I was not going to use the book in future groups. However, after reflecting on it and reading through the participant comments, I am rethinking that decision. It is not that the book is bad or not helpful. The question now is whether or not another book would be more worthwhile.

#### Survey Eleven – *Strengths Finder 2.0*, by Tom Rath

Tom Rath and the Gallup organization have put together a helpful tool in *Strengths Finder 2.0*. This was the assigned book for November's meeting.<sup>127</sup> In addition to reading the book, participants took an online assessment designed to identify their top five strengths and provide a customized report of their strengths. Once again, we asked participants, "How helpful was *Strengths Finder 2.0*, by Tom Rath, and the online assessment in helping you to grow as a leader?" 5 out of 10 group members rated it, "Extremely Helpful." Four rated it, "Very Helpful" and one said, "Somewhat Helpful." These ratings gave it the highest weighted average of all the books we read at 4.4. Simply

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<sup>127</sup> The group met on November 14, 2016. The surveys went out on November 28, 2016.



based on those ratings, the group found the book and assessment to be significant for them.

The next question we asked the group members was, “What key lesson(s) did you learn about leadership from this exercise and/or the group discussion?” It’s not surprising that responses centered on learning about their strengths. “Specifically, I learned a lot about my own personal strengths and how to apply them in my own life and ministry.”<sup>128</sup> Another participant stated, “I learned what my five biggest strengths are. I also learned how some things that I tend to look at in a negative light could be leveraged as a strength. That was very empowering.”<sup>129</sup> One group member expressed a connection between leveraging one’s strengths and the energy to stay focused. “If I can tap into these strengths and find an outlet for them in my leadership role, then I can stay engaged and excited for the mission.”<sup>130</sup>

The meeting that month was very energetic. People were very excited in regards to learning about themselves. They also shared a great deal about each other, encouraging the strengths they saw in one another. One person shared that they, “appreciated the group discussion as each person shared.”<sup>131</sup> Still another participant commented, “It was great to hear everyone's reaction to the findings, really encouraged

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<sup>128</sup> Survey 11, Question 3, respondent # 772657, submitted 1/5/17.

<sup>129</sup> Survey 11, Question 3, respondent # 042310, submitted 12/23/16.

<sup>130</sup> Survey 11, Question 3, respondent # 052398, submitted 12/17/16.

<sup>131</sup> Survey 11, Question 3, respondent # 599462, submitted 12/5/16.

self-awareness and group awareness.”<sup>132</sup> Participants also saw beauty in the fact that everyone is not just like them. “I learned that it is truly remarkable how people can lead from such different places, personalities, and affinities. And the other thing that hit me, was that this diversity spanned across traditional boundaries such as occupation type, gender, and age.”<sup>133</sup> This appreciation of diversity can also help reinforce the fact that leaders need others around them. As one person stated, “It was interesting to read about all of the different talents and how they are complemented by others with different talents.”<sup>134</sup> These complementary talents are unavailable when a leader leads alone.

One interesting comment involved the timing of this study. A participant appreciated saving this book for the end of the year. This enabled them time to “become comfortable with the group prior to participating in this book's survey and discussion. Any earlier would have been too soon.”<sup>135</sup> Perhaps this person felt more comfortable discussing his/her strengths after months of getting to know the others in the group. It did not seem to be an extremely vulnerable exercise but perhaps some people might feel that way. Being familiar with one another also enabled them to comment and encourage each other based upon their personal experience with them. If the book had been read in March they would not have known one another well enough to do that. Perhaps later in the year is best for this book and assessment. It was also helpful that this book followed

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<sup>132</sup> Survey 11, Question 3, respondent # 014430, submitted 12/26/16.

<sup>133</sup> Survey 11, Question 3, respondent # 929292, submitted 1/16/17.

<sup>134</sup> Survey 11, Question 3, respondent # 010210, submitted 1/8/17.

<sup>135</sup> Survey 11, Question 3, respondent # 772657, submitted 1/5/17.

*The Next Generation Leader*, by Andy Stanley, who encourages readers to utilize their strengths and not spend too much time working on weaknesses.

The fourth question asked was, “Did *Strengths Finder 2.0*, the online assessment and/or the group discussion impact your understanding of you as a leader?” Once again, the comments were fascinating and insightful. One person wrote, “there were areas of the strengths that I didn't see in myself, but were evident to others. It also lead to a great discussion with my mentor regarding the results and how to use what I discovered.”<sup>136</sup> The familiarity of the group and the willingness to speak into one another’s life was a great gift to the group.

Another participant answered, “Absolutely. The assessment brought forward some strengths that I would have otherwise just considered a personality characteristic, and not necessarily a leadership strength. The assessment and group discussion both gave specific advice and details on how to utilize those strengths in leadership.”<sup>137</sup> Still another person wrote, “The discussion also helped me to find some people in the group that have similar attributes and connect with them.”<sup>138</sup> If group members had simply picked this book up and went through it on their own they would not have received nearly the benefit that they did. Doing this exercise in the context of a close group, focused on leadership, magnified the benefit for the group members.

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<sup>136</sup> Survey 11, Question 4, respondent # 599462, submitted 12/5/16.

<sup>137</sup> Survey 11, Question 4, respondent # 772657, submitted 1/5/17.

<sup>138</sup> Survey 11, Question 4, respondent # 042310, submitted 12/23/16.

This was further demonstrated by another group member's response. "It took a while for this book/survey to sink in. At first, I found the content superficial and self-indulgent. It took some time for reflection and discussion with the group to learn the implications and lessons for me. Now, I feel like I understand a bit more of what tasks and activities will help keep me excited in my volunteer ministries and work."<sup>139</sup> This group member took in information, held it without making snap judgments, processed it personally and with the group, and came out on the other side grateful for the things he/she gleaned from the exercise.

One final comment on how this book impacted their understanding of leadership. "This book certainly helped me to articulate what motivates me in what I do each day and what gets me excited. It gave me insight into the ways that those things can be used to help a team succeed, but also areas that I need to actively reach out and get help."<sup>140</sup> Due to more effectively understanding his/her strengths he/she is going to be looking for ways to proactively use them to bless others. It is not simply, "Oh, this is why I like to do what I do," but "This is how I can engage, flowing out of who I am."

The final question of the survey was, "Did *Strengths Finder 2.0*, the online assessment, and/or group discussion raise any issues that you would like to explore further?" Five of the participants answered, "Not Really." Several of the group members

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<sup>139</sup> Survey 11, Question 4, respondent # 052398, submitted 12/17/16.

<sup>140</sup> Survey 11, Question 4, respondent # 929292, submitted 1/16/17.

simply wanted to explore their strength areas in more detail and how they can use them in their current roles. Two of the responses, however, were very intriguing.

One person wrote, “Are these our strengths, or our preferences? Have we trained ourselves toward these preferences/strengths and away from others with our engrained habits? Is that something we should explore? In light of the EHS book, what in our history shaped us toward these, and why? Are they good things or maybe not so good things?”<sup>141</sup> These are some wonderful questions that have to be prayed about and reflected on over time. Questions such as these help me to believe the content of the readings, the discussions and the relationships are shaping and growing group members who are engaging in this process.

Still another participant wrote, “While I think we've touched on this topic, this was the first time I considered motivation and alignment of personality and talent with my leadership during this year. As such, I feel like it deserves more attention from me. It may also be good to do this activity earlier in the year, as I think I would have read some of our other books with the learnings from the survey in mind.”<sup>142</sup> This person advocates for reading the book and doing the assessment earlier in the year. He/she would like to view some of the other material through the lenses of these strengths. This is contradictory to a comment from the previous question and to the verbal encouragement from group

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<sup>141</sup> Survey 11, Question 5, respondent # 014430, 12/26/16.

<sup>142</sup> Survey 11, Question 5, respondent # 052398, submitted 12/17/16.

members to keep this book near the end. It seems better positioned later in the year than early in the year.

#### Survey Twelve – *H3 Leadership*, by Brad Lomenick

Our final<sup>143</sup> book for the year was *H3 Leadership*, by Brad Lomenick. For a number of years Brad served as the president of Catalyst, an organization that poured into next-generation leaders. I asked another one of the group members to lead the discussion at the December dinner meeting. The first question participants were asked about the book was, “How helpful was *H3 Leadership*, by Brad Lomenick, in growing your leadership?” 5 out of 10 selected, “Somewhat Helpful.” 4 out of 10 rated it, “Very Helpful,” and 1 rated it, “Slightly Helpful.” No one ranked it “Not Helpful” or “Extremely Helpful.” The weighted average was 3.3, which was the second lowest of the year.

The next question asked was, “What key lesson(s) did you learn about leadership from *H3 Leadership* and the group discussion?” Many of the participants reflected on, “The importance of establishing healthy habits – and the breakdown of important habits relating to leadership.”<sup>144</sup> A leader does not have to be resigned to live with the status quo as habits can be changed. One person wrote, “The book also helped me to see that we can change our lives by changing our habits. We need to be intentional but it is possible.”<sup>145</sup> Another participant noted, “It can take 84 days to create habits and it varies

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<sup>143</sup> The group met on December 12, 2016. The survey went out on December 17, 2016.

<sup>144</sup> Survey 12, Question 3, respondent # 772657, submitted 1/5/17.

<sup>145</sup> Survey 12, Question 3, respondent # 042310, submitted 12/23/16.

by degree of effort and demand. The habits we cultivate makes us who we become- VERY powerful and reflective.”<sup>146</sup> Some leaders may be tempted to take shortcuts regarding their habits but, “Successful leadership requires good habits to be established – it does not just occur simply because you are gifted in a particular area. You must maintain a hunger and drive to improve and seek excellence.”<sup>147</sup> Leaders who are solid over the long term have put good, healthy habits into their lives.

One group member noted, “That leadership can look different depending on the person, but that calling is made by God. We need to take the time to listen to him and find that identity in Him.”<sup>148</sup> Christian leadership should indeed begin and end with God. It is God who gifts us and calls us. A Christian leader receives his or her marching orders from God. It should not be surprising that humility and self-awareness continued to be topics of conversation among those in the group. One person stated, “The key lesson I learned from this book is that successful leadership begins with humility and a solid understanding of yourself, your strengths, weaknesses, and calling in life.”<sup>149</sup> Finally, another participant wrote, “I learned (or was reminded) that you can be a leader even without the title.”<sup>150</sup> This seems like a simple recognition but an extremely important

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<sup>146</sup> Survey 12, Question 3, respondent # 602934, submitted 12/23/16.

<sup>147</sup> Survey 12, Question 3, respondent # 010210, submitted 1/27/17.

<sup>148</sup> Survey 12, Question 3, respondent # 929292, submitted 1/16/17.

<sup>149</sup> Survey 12, Question 3, respondent # 010210, submitted 1/27/17.

<sup>150</sup> Survey 12, Question 3, respondent # 042310, submitted 12/23/16.

one. We do not always find ourselves in positions of leadership but we can always be people of influence.

Once again, question 4 on the survey was, “Did *H3 Leadership* impact your understanding of leadership?” One group member stated, “As a continuing trend, I have personally found of all the lessons, books and discussions that this journey has personally been more about me leading myself before I’m able to lead others.”<sup>151</sup> This comment was not surprising and it was good to see expressed again. Leadership begins with a person’s heart and character. Before a leader should even think about leading anyone else, he or she must look in the mirror and lead him or herself well. It does not mean a leader must be perfect before they begin to lead, but initial and constant attention must be given to his or her own life.

Not surprisingly, humility was mentioned yet again. “I found *H3* to be a very helpful book in understanding leadership. There were several books in the leadership group that focused on emotional maturity, and I appreciated this book’s description of this piece and the importance of it in the humility section.”<sup>152</sup> This participant went on to further describe what caught their attention. “Specifically, I found it interesting the way that assignment vs. calling were described. That changed my thought around the idea of calling and understanding where God wants me. My calling is more general than my assignment, which may change. This was a new way to look at that for me.”<sup>153</sup> Lomenick

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<sup>151</sup> Survey 12, Question 4, respondent # 602934, submitted 12/23/16.

<sup>152</sup> Survey 12, Question 4, respondent # 010210, submitted 1/27/17.

<sup>153</sup> Survey 12, Question 4, respondent # 010210, submitted 1/27/17.



described calling as more broad and an assignment as a more specific task for a time. Hence, one's assignment might change but one's calling will not. While Lomenick may not be entirely correct about his designations, his perspective was helpful for this participant.

The same participant went on to discuss perseverance in the life of a leader:

The other piece that really impacted my understanding of leadership was the hustle section and discussion around stick-with-it-ness/excellence. I have found that I often get bored in a particular role and leave before I really have the opportunity to see some of the projects I have worked on come to their full maturity. This changed my view and helped me understand the importance of sticking with something even when it is not enjoyable and you may not feel the same passion about it.<sup>154</sup>

Tasks and responsibilities are not exciting all day, every day. Seeing something through and finishing well is important, especially those who lead something for a long time.

A couple of the group members were less than complimentary regarding *H3 Leadership*. "I found the list of habits to be overwhelming after a while. My take away was that there are many areas in which a leader can focus and specialize. While we'll never achieve competency or strength in all of these areas, there are some that are more natural in which we can blossom and lead, while understanding that there are areas that are weaknesses and need to be filled by others around us."<sup>155</sup> Lomenick does cover a great deal of ground in his book.

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<sup>154</sup> Survey 12, Question 4, respondent # 010210, submitted 1/27/17.

<sup>155</sup> Survey 12, Question 4, respondent # 052398, submitted 12/17/16.

In thinking about this book, along with *Being Leaders* and *The Mentor Leader*, they seem to be broader, more general leadership books. They seem to be less focused than other books such as *Humilitas* and *Strengths Finder 2.0*. I think the broader books would be better if I was only using one or two books over a long period of time. For instance, if the group was going to meet weekly for thirteen weeks, working our way through *H3 Leadership* or *The Mentor Leader* one chapter per week would seem appropriate. But to digest and discuss a book in one meeting, the book needs to be narrower in focus. This needs to be considered in regards to future groups.

Finally, one person just did not care for the book. Did *H3 Leadership* impact your understanding of leadership? They replied, “Not really – I found it to be a really hard and boring read. I don’t know if it was due to the busy holiday season that I was distracted, but I had a hard time staying focused while reading, and didn’t take away much.”<sup>156</sup> None of the other participants expressed this much dislike for the book.

The final question of this survey was, “Did *H3 Leadership* raise any issues that you would like to explore further? Most of the group members responded with, “Not Really.” Three responses, however, deserve mention.

The first had to do with a difficulty in relating to some of the author’s experiences. One participant wrote,

Perhaps more practical versions of the authors self-exploration [would be helpful]<sup>157</sup>. Most folks aren’t taking sabbaticals to London with their spiritual advisors for a month. I think the principles still apply, but it

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<sup>156</sup> Survey 12, Question 4, respondent # 772657, submitted 1/5/17.

<sup>157</sup> Phrase in brackets added to complete the sentence.

seemed from group discussion the author's less than average existence created a barrier for the group into seeing the practical applications and value of what he was doing and scaling that in our own lives. I think his experience supports the mentorship aspect and encouraging our leaders to invest in the importance of selecting and working with a mentor is HUGE!<sup>158</sup>

This was a topic of fun conversation during the group meeting. Emerging leaders who work for companies and who have families cannot simply head to London for a month to sort out their lives. Transferable principles were gleaned from the book and discussion but the humor was not lost on the group.

Someone else brought up the seeming dichotomy of trusting God day-by-day versus a long-term calling. The participant specifically stated, "I would like to explore further the balance between trusting God for each step and having a long term calling/vision."<sup>159</sup> The two do not have to be in opposition with each other but once again, wrestling with questions such as these bring about growth and development.

The final response was equally inspiring. "I would like to explore the habit of team building, margin, and inspiration more in the future. The book discussed several interesting ideas around these, and I want to continue exploring them to see how I can apply them in my own life and leadership."<sup>160</sup> This book, along with the others, did not solve everything for the participants. But if the content and discussion prompted them to

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<sup>158</sup> Survey 12, Question 5, respondent # 014430, submitted 12/26/16.

<sup>159</sup> Survey 12, Question 5, respondent # 929292, submitted 1/16/17.

<sup>160</sup> Survey 12, Question 5, respondent # 010210, submitted 1/27/17.

reflect and further explore subjects such as these, they, their families, friends, careers and church will be better for it.

### Survey Thirteen<sup>161</sup> – Overall

At the conclusion of the year, participants were asked to complete one final survey. The purpose was to gather additional information and insight on the leadership development group, as well as some overall evaluations. After gaining their six-digit number, the first question asked was, “How many times did you meet with the partner assigned to you from the group?” The possible answers were 10-12, 8-9, 5-7, 3-4, and 0-2. Two of the participants met 8-9 times. Three of them selected 5-7 times. One selected 3-4 times. Four of them selected 0-2 times. Since they were to meet in pairs, it can be reasonably assumed that the one who selected 3-4 times or one of the participants selecting 5-7 times has misremembered exactly how many times they met.

It is disappointing that four participants met so sporadically with their partner. Looking back I should have reminded them about this more frequently throughout the year, both in person and through email. I learned that people are busy and even well intentioned people can allow something to slip. I truly believe this relationship is important and can have significant benefit for the participants. In future leadership development groups, I need to remind them more about the benefits of this and hold them accountable.

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<sup>161</sup> This survey was emailed out on January 30, 2017.

The follow-up question was, "How helpful was your meetings with the partner assigned to you from the group?" Five participants rated it "Somewhat Helpful." Two rated it "Very Helpful." One person rated it "Extremely Helpful." Two people selected "Slightly Helpful."

What is interesting, but inconclusive is the correspondence between the number of times met and rating of helpfulness. The two participants who met 8-9 times rated it "Very Helpful" and "Extremely Helpful". Did they continue to meet because they found it at least very helpful or was it at least very helpful because they put the time and effort into it? The two people who rated it lowest, "Slightly Helpful" only met 0-2 times. Again, was it not helpful and therefore they did not give time to it or was it not helpful because they did not give it the opportunity to be so? The answers are unknown with certainty. One of the participants who only met 0-2 times rated it as "Very Helpful." It is reasonable to think this person would have met more if their partner was only willing or able to meet more.

In future leadership development groups, I plan to remind them at each group meeting and through email, about the importance of meeting with their partner. Also, perhaps people did not get more out of it because they were unsure of what to do. Therefore, I will provide some guidelines about what to do in that meeting and some tips on how to get the most out of that meeting. I still believe this is an important part of leadership development. Improvement needs to be made, however, with accountability and instruction. Still another way to foster these partnerships would be to ask them to

lead a monthly discussion together. This would provide more incentive for them to get together.

The fourth question of the survey was, “How helpful was your one-on-one meeting with Ron?” The purpose of the meetings was to allow for customized discussion of Christian leadership in that person’s life. They were free to ask or talk about anything, especially in regards to them individually and leadership. Four participants found it, “Very Helpful.” Four rated it, “Somewhat Helpful.” One person rated it, “Extremely Helpful.” “Slightly Helpful,” was chosen by another.

After reflecting on these meetings I will definitely continue them with future groups. Given the purpose mentioned above, I still think it is worthwhile. In the future, however, I will better prepare the people in regards to the purpose of the meeting and what to expect. Perhaps I should even give them some questions to reflect on in advance of the meeting. Having time to reflect on more significant questions would probably lead to better answers and discussion.

The fifth question of the survey was, “What is one of the most significant benefits you received from being a part of this leadership development group?” A number of participants mentioned things such as getting to know others, their stories, challenges and successes, as well as discussing the books with them to hear their perspectives. In fact, one person clearly stated the importance of the communal aspect. What was most beneficial to him/her was “Coming together and growing as a group. I don't believe that reading these books alone would have had nearly the impact that reading and discussing

them together has had.”<sup>162</sup> Another participant echoed this. “Having the opportunity to flesh out ideas in a group setting with a diverse group of people on the topic of leadership. This helped the ideas in the source material come to life for me.”<sup>163</sup>

Others spoke about the benefits of learning about themselves and who they are. One person said the most significant thing was, “Learning my strengths, weaknesses and areas that need improvement in the area of leadership.”<sup>164</sup> Another wrote, “I learned a great deal about myself. I learned many of my strengths and weaknesses both as a leader and as a person. I learned that being humble is such a huge part of being a good leader.”<sup>165</sup>

There is that word, *humble*, that continues to show up. Still another leader talked about it. He or she said the program, “Really allowed me to personally discover my strengths and learn what a true Christian leader looks like. Specifically thinking of the humility aspect, Christian leaders don't treat or consider ‘success’ the same way as the secular world, and therefore need a different approach and mentality.”<sup>166</sup> Finally, another person stated, “My key takeaway was an increased self-awareness when it comes to leadership. It has led to a greater level of intentionality when leadership is

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<sup>162</sup> Overall Survey, Question 5, respondent # 602934, submitted 2/6/17.

<sup>163</sup> Overall Survey, Question 5, respondent # 929292, submitted 2/15/17.

<sup>164</sup> Overall Survey, Question 5, respondent # 599462, submitted 1/30/17.

<sup>165</sup> Overall Survey, Question 5, respondent # 042310, submitted 2/9/17.

<sup>166</sup> Overall Survey, Question 5, respondent # 772657, submitted 1/30/17.

required and greater sense that, as leaders, we are always leading and being watched, whether or not we are aware.”<sup>167</sup>

These comments are great to read. They are very encouraging. People gleaned some wonderful things from the program; things I would want them to experience and take away. They experienced the benefit of community, of “one another.” Leaders cannot lead alone. The participants also learned a great deal about themselves, strengths they have and areas in which they desire to grow. Overall I was very pleased with the benefits articulated by the participants and feel the program is doing great things.

The sixth question on the survey was, “What is one thing I should definitely do again with/in future leadership development groups?”<sup>168</sup> The purpose of this question is to make sure the adjustments intended to improve the program do not accidentally harm it. Some of the answers were expected and some were surprising. Two participants mentioned the monthly dinners together and another mentioned the monthly books. These answers were not surprising.

A few other answers were at least somewhat surprising, however. Three people mentioned the leadership studies of biblical characters. This is not to say I thought the character studies were bad. I just did not realize three people would single this out. The only book to be singled out in this answer was *Strengths Finder 2.0*. One person wrote, “I liked the Strength Finder book. I do wish we did the book earlier so that I could filter a lot

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<sup>167</sup> Overall Survey, Question 5, respondent # 052398, submitted 2/12/17.

<sup>168</sup> The “I” in this question referred to me as the leader of this program.



of my leadership studies through my strengths.”<sup>169</sup> One person mentioned having partners. This was mentioned by a participant<sup>170</sup> who met 8-9 times with their partner throughout the year. Another person mentioned a family pool party that was held in August. Finally, two participants mentioned the Global Leadership Summit, one saying it should be mandatory.

For the most part, these are all things I was planning to do in the future. The only one I was hesitant about was the leadership studies of biblical characters. However, based on the survey from that month and the comments here, it is obvious that it should be repeated. In terms of the Global Leadership Summit, I agree that more emphasis should be placed on this. Going forward I will tell group members they are expected to attend. Communicating this before they sign up to participate will make it more likely they will attend. I feel certain this will get most if not all to attend the conference.

The perfect follow up question, of course was, “What is one thing I should definitely NOT do again with/in future leadership development groups?” Many participants indicated something similar to, “Nothing,” or “I wouldn’t change anything,” but once again the comments were fascinating. One person wrote, “At first, I really disliked the idea of the bible character study. I didn't think it was in-line with the book reading and discussion. But honestly, after it was completed and discussed with our group, I realized I benefited a lot from it.”<sup>171</sup> Yet another person said, “I wasn't a huge fan

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<sup>169</sup> Overall Survey, Question 6, respondent # 753951, submitted 2/15/17.

<sup>170</sup> Respondent # 869111.

<sup>171</sup> Overall Survey, Question 7, respondent # 772657, submitted 1/30/17.

of the character profiles.”<sup>172</sup> There were more positive comments from this, however, than negative.

Some of the participants commented about the books. “There were a few books that I wasn't as fond of but others seemed to like them. It is great to have an array of books and that way each person should find one that they really like.”<sup>173</sup> Another person said, “There are definitely some books that weren't good, but I think that will be apparent from the surveys.”<sup>174</sup> This is very true but one person called a book out by name. “I think future groups could skip the book *Being Leaders* by Malphurs. I didn't gain much from the book, and it was one of our weaker discussions in my opinion. I think finding a different book to replace that would be helpful.”<sup>175</sup> It is interesting that the top rated book was mentioned in question six, about what to definitely do again, and the lowest rated book was mentioned in question seven, about what to definitely avoid. *Being Leaders* is a book I plan on avoiding with future groups.

An earlier question dealt with the meetings with partners. I was not the only one who felt this should have been given more attention.

I'd emphasize the partnerships more and provide some goals & a framework of expectations. And maybe follow up/check-in on progress prior to year-end. Kind of fell to the background with everything else. Its a big ask of time in addition to the group meetings/readings so I think folks will only prioritize it if they can see the vision/value/expected outcomes. I for one feel we didn't take full advantage of that opportunity and truly

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<sup>172</sup> Overall Survey, Question 7, respondent # 052398, submitted 2/12/17.

<sup>173</sup> Overall Survey, Question 7, respondent # 042310, submitted 2/9/17.

<sup>174</sup> Overall Survey, Question 7, respondent # 052398, submitted 2/12/17.

<sup>175</sup> Overall Survey, Question 7, respondent # 010210, submitted 2/11/17.

regret we did not! I think the pairings were well thought out and had great potential with a little nudging/nurturing!<sup>176</sup>

One participant mentioned this in an answer to question 8. I mention it here for continuity. “My partner and I tried several times to meet but kept running into scheduling difficulties and eventually neglected it all together. More check ins around that may have been helpful and provided a little extra push to continue with it. I think it could've been beneficial.”<sup>177</sup> I wholeheartedly agree with his/her thoughts. This will be address in future programs.

Question 8 was, “What could be added to improve future leadership development groups?” The purpose of this question was to identify anything that participants wished had been included in the program but was not. One person suggested perhaps role-playing difficult leadership challenges. Another person suggested, “yearly or twice yearly meetings with other leaders who go through the course. It will give us all a chance to chat about our roles and ask for advice.”<sup>178</sup> Something similar was discussed at our December meeting. We talked about the idea of a “reunion” meeting every six months or so. This is an excellent idea and one on which I am working.

One participant commented on the one-on-one time with me. “I enjoyed our personal one on one together, but it was later in the year, and think it should have been earlier. I know you are a busy Pastor, and it's a big group, but I would prioritize meeting

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<sup>176</sup> Overall Survey, Question 7, respondent # 014430, submitted 1/31/17.

<sup>177</sup> Overall Survey, Question 8, respondent # 753951, submitted 2/15/17.

<sup>178</sup> Overall Survey, Question 8, respondent # 042310, submitted 2/9/17.

the group members individually as early as possible. That way you get to know them a little better and that can enhance and benefit the discussions.”<sup>179</sup> This was so helpful to read. I would never have thought to work hard to schedule meetings earlier in the year. I deliberately did not schedule any until at least June so participants would have the opportunity to get five or six months of reading and group discussion under their belts before we met. This person, however, sees a benefit to scheduling earlier. Perhaps it is worthwhile to consider an earlier meeting and another meeting later?

One participant shared two very helpful ideas to consider. One involved identifying one big idea from each month’s reading and discussion that we want participants to walk away with.<sup>180</sup> The “Second one is to identify leadership projects for the participants within the church. This may be asking for a lot, but could be a way to give active experience in practicing the skills.”<sup>181</sup> This is also a good idea that was echoed by another participant who suggested a team-building event or a team project. This too is an excellent idea and the 2017 group will be doing a group service project together. Still another person suggested a Facebook page, which is now in place.

Finally, another participant suggested, “having mentors available to meet periodically with those in the group throughout the year. This person would help guide and mature the understanding and development of the person in the group. Having each

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<sup>179</sup> Overall Survey, Question 8, respondent # 772657, submitted 1/30/17.

<sup>180</sup> Overall Survey, Question 8, respondent # 929292, submitted 2/15/17.

<sup>181</sup> Overall Survey, Question 8, respondent # 929292, submitted 2/15/17.

person set individual goals for themselves to use the learnings from the group.”<sup>182</sup> This is an interesting idea to consider for the future. In 2017 I have asked a business leader who attends Crossway to co-lead the group with me. He will be able to speak more intelligently about how these principles play out in the business world. This will be a good step as we think about expanding with other mentors in the future.

The ninth question simply asked, “Would you recommend a leadership development group to a friend?” They were given three response choices, “Yes,” “No,” or “Maybe”. All participants answered, “Yes.” I suppose I am not too surprised by this given my sense at the group meetings and the ongoing feedback I received through the surveys but it was a question I needed to ask.

The final question of the survey asked participants, “How are you/will you use what you gained from this leadership development group?” Again, I found the comments interesting and inspiring. I will share just a few. “I am much more mindful of the way I conduct myself ~ listen more/speak less, consider the perspective of those I lead, prayerfully seek wisdom in difficult situations and realize and accept my limitations and see that these limitations as opportunities to develop others in those areas to work as a team to reach the outcome.”<sup>183</sup> This is a great response that reflects many of the lessons touched on in the group: self-awareness, others first, my weakness as an opportunity for others to shine, team members growing as the group reaches their goal.

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<sup>182</sup> Overall Survey, Question 8, respondent # 010210, submitted 2/11/17.

<sup>183</sup> Overall Survey, Question 10, respondent # 599462, submitted 1/30/17.

One person talked about strengthening an area in which he/she struggled. “I have really learned a lot about how to have important conversations and not avoid all confrontation. I learned how important it is to be humble and to do things for the greater good, not to impress anyone. I have taken on some greater roles at my school and am using the books I read to try and be the best leader I can.”<sup>184</sup> Once again, the word *humble* made another appearance. Another participant wrote, “I have already used this in my workplace with regards to what I strive for in my everyday leadership of others. Long term I expect the ideas I have collected here will shape how I interact and lead within the church, within our community, and continuing at work.”<sup>185</sup>

Another person also indicated the impact the group has had on his/her life. “I got a lot of out of the group. It's hard for me to identify an area of life that hasn't been impacted by the things I've learned. At work, with my family, and in my ministry at church, I have worked to be more intentional in my leadership with focus on service and care for those I lead. I have also put more planning into the development needs of my co-workers and kids and have put time and activities in place to reach these goals with them.” Here is a leader who is not leading alone and is working to develop others around him/her.

And finally, “I didn't think I had the tools to be an effective leader before this group, but the books and the group discussion helped me see that it's not necessarily just the

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<sup>184</sup> Overall Survey, Question 10, respondent # 042310, submitted 2/9/17.

<sup>185</sup> Overall Survey, Question 10, respondent # 929292, submitted 2/15/17.

worldly skills that help you lead, but a heart for serving God and His people. I have that, and feel so much more confident in my strengths to get out there. I thank you for leading this group and inviting me to it.”<sup>186</sup> While there are certainly things about the program that can be improved, comments like that are telling. Those who participated found it well worth their time and effort.

## Conclusion

### Crossway Christian Church

The purpose of the Leadership Development Group is to intentionally develop emerging leaders at our church. The long-term desire is to leave Crossway with an abundance of leaders to carry on the church’s ministry long after I am no longer the lead pastor. My thesis-project was to evaluate this leadership development program throughout 2016 with the desire to improve upon it in the years to come. This evaluation has been extremely beneficial for the program, the church, and for me personally.

Overall the program was a tremendous success. There are several aspects I will do again. I will carefully select a group of 10-12 emerging leaders with whom to meet over the course of a year. We will meet monthly and include a meal at each meeting. Every time we gather we will discuss a book or case study of a biblical leader that the group members prepare and present. A majority of the meetings will consist of book discussion

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<sup>186</sup> Overall Survey, Question 10, respondent # 772657, submitted 1/30/17.

but we will do at least one case study. This evaluation has shown me that *Being Leaders*, and perhaps *H3 Leadership*, should be dropped from the reading list, while *Strengths Finder 2.0* should definitely be retained.

Once again, I will pair the participants up for times of fellowship and encouragement between group meetings. In addition, we will plan at least one event where families come together to interact and fellowship as well. We will also attend the Global Leadership Summit simulcast. I will also meet one-on-one with group members for personal coaching. All of these things were determined to be very effective in this first year.

There are other things that need to be added or adjusted. One addition is a co-leader who will assist me in leading the group. A co-leader will provide the emerging leaders with another perspective on leadership from someone outside of paid ministry. At the same time utilizing a co-leader will allow me to reproduce myself as a developer of leaders. In addition, we will use group members to help lead monthly discussions. On two different occasions in 2016 I asked a different group member to prepare and lead the monthly discussion. This was a good experience and needs to happen more. Perhaps not every person will have the chance to lead a monthly discussion but more people should be given an opportunity.

In addition, I will increase the push for participants to attend the Global Leadership Summit and to meet with their partner in between group meetings. Both of these were rated very favorably but participation was not nearly as strong as it could be. For 2017, people invited to participate in the group were told they are expected to



attend the Global Leadership Summit. In addition, I have learned to remind participants about meeting with their partners and to hold them accountable. I must emphasize these aspects more.

Beginning in 2017, we will incorporate at least one service project into the program. Getting the participants active and working together will increase the cooperation and community of the group. We are going to assign the organization and leadership of this event to a couple of the group members. Leading the discussion and organizing the service project are two ways we are trying to increase “hands-on” leadership learning. If an emerging leader only reads about and discusses leadership, they will not fully develop as a leader. More hands on opportunities need to be available, especially for leaders who are not currently leading anything else.

The Bible and other literature about leadership have demonstrated that leaders in the church cannot be Lone Rangers. Leaders must share leadership with others. They must be developing and growing those they lead. For pastors this is a part of discipleship. Pastors should gauge their effectiveness as much by the leaders they raise up and leave behind for their church as they do their accomplishments while leading the church.

To be successful, therefore, pastors must intentionally develop and raise up leaders for the church. These leaders cannot be microwaved or mass-produced. Leadership development happens over time and takes the relational investment of life-on-life that happens in smaller groups and intimate settings. The leadership development program embarked upon at Crossway Christian Church has demonstrated signs of

success in intentionally raising up leaders. Improvements must be made going forward, however, for this program to be all that it can be and all that Crossway needs it to be.

### Other Churches

Obviously Crossway Christian Church is not the only church in need of leaders. Other churches also need leaders. Also like Crossway, other churches can also develop leaders. While the specifics of a leadership development program may look different at other churches, there are things they can do to develop leaders. It begins with the mindset and attitude of the pastor and key leaders. Again, if developing leaders is important to them, it will become important to the church. This attitude will be seen in how they share leadership and develop people. Beyond this leadership development must be deliberate, defined, relational, and long-term.

First of all, a church must be deliberate in their leadership development. A pastor who leaves leadership development to chance or simply trusts that it will happen, will be sorely disappointed. Unless it is put on the calendar it will not happen. Whether the pastor hopes to develop leaders one-on-one, in a small group, or in a large group lecture-style class, it must be done intentionally. This intentionality should be seen on the part of the pastor and the emerging leaders. They all must make it a priority.

Leadership development should also be defined. What are the areas of growth you want to address? What are the character traits and skills you want to strengthen? What methods are you going to use to do this? Is it reading and discussing books? Will you utilize panel discussion or role playing? How long will the leadership development

program be? How many times will a participant be expected to meet? What will they be expected to do? What will they learn? These types of questions help bring definition to a church's leadership development efforts. If a church is not comprised of highly educated members, they may not read a book every month. Perhaps a pastor could utilize executive summaries, articles or even TedTalks.<sup>187</sup> Whatever it is, know what it is. Make sure what you are doing is well defined.

An effective leadership development program should also be relational. Leadership is relational so the development of leaders should be, and must be, done in relationship. The mentor must be in relationship with the emerging leaders. A mentor cannot hold back relationally and build leaders. A leader cannot remain emotionally aloof. A mentor must get to know, and be known by, the emerging leader.

In addition, emerging leaders must be in relationship with one another. The shared learning and encouragement is vital for them. Leadership development should be about more than community but community and relationship should be a part of it. If a pastor is developing leaders one-on-one, he or she should look for opportunities to connect the emerging leader with others in a similar situation. If a pastor is in a larger church and trying to develop many leaders at once, he or she should incorporate some relational components. Sitting in rows, staring at the back of someone's head, listening to a lecture is no way to develop a leader. Leadership development should be an aspect of sitting in circles, face to face.

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<sup>187</sup> See: <https://www.ted.com/talks>.

Finally, leadership development should be long-term. You cannot develop leaders in a hurry. The longer the timeframe, the better the relationship will be and the more effective the emerging leader's development will be. Leadership development is like building your Major League Baseball team through the draft and farm system. You will not fix a team overnight that way, but you will build a solid future through the draft and farm system. The same is true for churches. You will not solve the leadership problem for your church overnight. But steady effort can help build a solid future. No one builds a culture of leadership development in a hurry. You have to take a long-term approach.

Leadership development that is deliberate, defined, relational, and long-term will build a strong foundation for the future. Pastors who give themselves to this will set their churches up for success, even after they are gone. Solid leaders are the best thing a pastor can leave behind. Leaders are a legacy worth giving one's life to.

## APPENDIX A

### **Leadership Development Group** Information

#### **Purpose:**

To spend significant time with the Lead Pastor and other like-minded people in order to further your development as a Christian leader. It is expected that you will continue in, or step into, a leadership role at Crossway or in the community.

#### **Frequency:**

With the group - One Monday evening per month at 6pm for 2-3 hours, consisting of a meal, discussion of an assigned book and prayer. The dates are January 11<sup>th</sup>, February 15<sup>th</sup>, March 7<sup>th</sup>, April 11<sup>th</sup>, May 9<sup>th</sup>, June 13<sup>th</sup>, July 11<sup>th</sup>, August 11<sup>th</sup> and 12<sup>th</sup>, September 12<sup>th</sup>, October 17<sup>th</sup>, November 14<sup>th</sup> and December 12<sup>th</sup>.

With a companion – At least once each month outside of the group time to connect with another person (of the same gender) for friendship, prayer and accountability.

With Ron – At least one time during the year to connect over breakfast or lunch.

#### **Duration:**

The commitment for this group is one year.

#### **Location:**

The first meeting will be held at Ron and Stacey's home, 6 Century Road, Nashua, NH. Meetings thereafter will be at the homes of the participants.

#### **Expectations:**

1. Be at the monthly meetings. Given that this group meets once a month, missing even one meeting can be significant. With the exception of illness and emergencies, it is expected that everyone attends every meeting. Please mark the dates on your calendar and plan around them. If you know upfront that there are times you will not be available to meet, it's best to wait and attend a future Leadership Development Group.
2. Read the book for that month and be prepared to discuss it. The first book has been purchased for you. Please plan to purchase the remainder.
3. Meet with your companion monthly; pray for them daily.
4. Have a humble and teachable spirit.
5. Attend the Leadership Summit, Aug. 11 and 12, 2016, if possible.

APPENDIX B  
BLANK SURVEYS

Leadership Development Group Initial Survey	
* 1. What is your private, random, 6-digit number?	<input type="text"/>
* 2. Have you led any group/organization after high school?	
<input type="checkbox"/> no	
<input type="checkbox"/> in college	
<input type="checkbox"/> at work	
<input type="checkbox"/> at church (unpaid role)	
<input type="checkbox"/> in community or civic group	
<input type="checkbox"/> other (please specify)	<input type="text"/>
* 3. What is your understanding of leadership?	<input type="text"/>
* 4. What are some important qualities of leadership?	<input type="text"/>
* 5. What is different, if anything, about Christian leadership?	<input type="text"/>
* 6. What issues surrounding leadership would you most like to explore?	<input type="text"/>

\* 7. How helpful was *In the Name of Jesus*, by Henri Nouwen, in growing your leadership?

Not helpful

Slightly helpful

Somewhat helpful

Very helpful

Extremely helpful

☐☐☐☐☐

\* 8. What key lesson(s) did you learn about leadership from *In the Name of Jesus*, by Henri Nouwen, and the group discussion?

\* 9. Did *In the Name of Jesus*, by Henri Nouwen, change your understanding of leadership?

☐ Not really

☐ In what ways? (please specify)

\* 10. Did *In the Name of Jesus*, by Henri Nouwen, raise any issues that you would like to explore further?

☐ Not really

☐ Which issue(s) (please specify)

## Leadership Development Group Survey 2

\* 1. What is your private, random 6 digit number?

\* 2. How helpful was *Humilitas*, by John Dickson, in growing your leadership?

Not helpful

Slightly helpful

Somewhat helpful

Very helpful

Extremely helpful

☐☐☐☐☐

\* 3. What key lesson(s) did you learn about leadership from *Humilitas* and the group discussion?

\* 4. Did *Humilitas* impact your understanding of leadership?

☐ Not really

☐ Yes

In what way(s)?

\* 5. Did *Humilitas* raise any issues that you would like to explore further?

☐ Not really

☐ Yes

(please specify)

\* 6. Think of a leader that you have known personally, what is it that you respect about him or her?



### Copy of Leadership Development Group Survey 3

\* 1. What is your private, random 6 digit number?

\* 2. How helpful was *Emotionally Healthy Spirituality* (ESH), by Peter Scazzero, in growing your leadership?

Not helpful

Slightly helpful

Somewhat helpful

Very helpful

Extremely helpful

☐☐☐☐☐

\* 3. What key lesson(s) did you learn about leadership from *EH*S and the group discussion?

\* 4. Did *EH*S impact your understanding of leadership?

☐ Not really

☐ Yes

In what way(s)?

\* 5. Did *EH*S raise any issues that you would like to explore further?

☐ Not really

☐ Yes

(please specify)

\* 6. In the beginning of our group you were paired with a fellow group member. How have you benefited from your monthly meetings with this person?

## Leadership Development Group Survey 4

\* 1. What is your private, random 6 digit number?

\* 2. How helpful was *Toughest People to Love*, by Chuck DeGroat, in growing your leadership?

Not helpful

Slightly helpful

Somewhat helpful

Very helpful

Extremely helpful

☐☐☐☐☐

\* 3. What key lesson(s) did you learn about leadership from *Toughest People to Love* and the group discussion?

\* 4. Did *Toughest People to Love* impact your understanding of leadership?

☐ Not really

☐ Yes

In what way(s)?

\* 5. Did *Toughest People to Love* raise any issues that you would like to explore further?

☐ Not really

☐ Yes

(please specify)

\* 6. Meeting as a group once per month feels:

- ☐ Too seldom.
- ☐ Too often.
- ☐ Just right.
- ☐ Other (please specify)

## Leadership Development Group Survey 5

\* 1. What is your private, random 6 digit number?

\* 2. How helpful was *The Ascent of a Leader*, by Bill Thrall, in growing your leadership?

Not helpful

Slightly helpful

Somewhat helpful

Very helpful

Extremely helpful

☐☐☐☐☐

\* 3. What key lesson(s) did you learn about leadership from *The Ascent of a Leader* and the group discussion?

\* 4. Did *The Ascent of a Leader* impact your understanding of leadership?

☐ Not really

☐ Yes

In what way(s)?

\* 5. Did *The Ascent of a Leader* raise any issues that you would like to explore further?

☐ Not really

☐ Yes

(please specify)

## Leadership Development Group Survey 6

\* 1. What is your private, random 6 digit number?

\* 2. How helpful was *The Next Generation Leader*, by Andy Stanley, in growing your leadership?

Not helpful

Slightly helpful

Somewhat helpful

Very helpful

Extremely helpful

☐☐☐☐☐

\* 3. What key lesson(s) did you learn about leadership from *The Next Generation Leader* and the group discussion?

\* 4. Did *The Next Generation Leader* impact your understanding of leadership?

☐ Not really

☐ Yes

In what way(s)?

\* 5. Did *The Next Generation Leader* raise any issues that you would like to explore further?

☐ Not really

☐ Yes

(please specify)

## Leadership Development Group Survey 7

\* 1. What is your private, random 6 digit number?

\* 2. How helpful was our study of biblical leaders?

Not helpful

Slightly helpful

Somewhat helpful

Very helpful

Extremely helpful

☐☐☐☐☐

\* 3. What key lesson(s) did you learn about leadership from your study and our discussion of biblical leaders?

\* 4. Did our study and discussion of biblical leaders impact your understanding of leadership?

☐ Not really

☐ Yes

In what way(s)?

\* 5. Did our study of biblical leaders raise any issues that you would like to explore further?

☐ Not really

☐ Yes

(please specify)

6. Given your learning style, do you get more out of researching and presenting a biblical leader case study or from reading and discussing a book?

- ☐ Get significantly more from reading and discussing a book.
- ☐ Get slightly more from reading and discussing a book.
- ☐ Learn equally from both.
- ☐ Get slightly more from researching and presenting a biblical leader case study.
- ☐ Get significantly more from researching and presenting a biblical leader case study.

7. What would you say - pros and cons - about the learning and benefits of doing biblical case studies as compared to the learning and benefits of reading and discussing a leadership book?

### 2016 Global Leadership Summit Survey

1. How helpful was the Global Leadership Summit to your leadership development.

Not Helpful	Slightly Helpful	Somewhat Helpful	Very Helpful	Extremely Helpful
1	2	3	4	5

2. Is there one idea, concept or suggestion that has stuck with you since the Global Leadership Summit that has been helpful for you as a leader? Another way to think about this is: How has the Global Leadership Summit been beneficial to you in your leadership?

3. Would you recommend the Global Leadership Summit to someone else? If so, why?



## Leadership Development Group Survey 9

\* 1. What is your private, random 6 digit number?

\* 2. How helpful was *Being Leaders*, by Aubrey Malphurs, in growing your leadership?

Not helpful

Slightly helpful

Somewhat helpful

Very helpful

Extremely helpful

☐☐☐☐☐

\* 3. What key lesson(s) did you learn about leadership from *Being Leaders* and the group discussion?

\* 4. Did *Being Leaders* impact your understanding of leadership?

☐ Not really

☐ Yes

In what way(s)?

\* 5. Did *Being Leaders* raise any issues that you would like to explore further?

☐ Not really

☐ Yes

(please specify)

## Leadership Development Group Survey 10

\* 1. What is your private, random 6 digit number?

\* 2. How helpful was *The Mentor Leader*, by Tony Dungy, in growing your leadership?

Not helpful

Slightly helpful

Somewhat helpful

Very helpful

Extremely helpful

☐☐☐☐☐

\* 3. What key lesson(s) did you learn about leadership from *The Mentor Leader* and the group discussion?

\* 4. Did *The Mentor Leader* impact your understanding of leadership?

☐ Not really

☐ Yes

In what way(s)?

\* 5. Did *The Mentor Leader* raise any issues that you would like to explore further?

☐ Not really

☐ Yes

(please specify)

## Leadership Survey 11

\* 1. What is your private, random 6 digit number?

\* 2. How helpful was *Strengths Finder 2.0*, by Tom Rath, and the online assessment in helping you to grow as a leader?

Not helpful

Slightly helpful

Somewhat helpful

Very helpful

Extremely helpful

☐☐☐☐☐

\* 3. What key lesson(s) did you learn about leadership from this exercise and/or the group discussion?

\* 4. Did *Strengths Finder 2.0*, the online assessment and/or the group discussion impact your understanding of you as a leader?

☐ Not really

☐ Yes

In what way(s)?

\* 5. Did *Strengths Finder 2.0*, the online assessment, and/or group discussion raise any issues that you would like to explore further?

☐ Not really

☐ Yes

(please specify)

## Leadership Development Group Survey 12

\* 1. What is your private, random 6 digit number?

\* 2. How helpful was *H3 Leadership*, by Brad Lomenick, in growing your leadership?

Not helpful

Slightly helpful

Somewhat helpful

Very helpful

Extremely helpful

☐☐☐☐☐

\* 3. What key lesson(s) did you learn about leadership from *H3 Leadership* and the group discussion?

\* 4. Did *H3 Leadership* impact your understanding of leadership?

☐ Not really

☐ Yes

In what way(s)?

\* 5. Did *H3 Leadership* raise any issues that you would like to explore further?

☐ Not really

☐ Yes

(please specify)

## Overall Survey

\* 1. What is your private, random 6 digit number?

\* 2. How many times did you meet with the partner assigned to you from the group?

- ☐ 10-12  
☐ 8-9  
☐ 5-7  
☐ 3-4  
☐ 0-2

\* 3. How helpful was your meetings with the partner assigned to you from the group?

Not helpful      Slightly helpful      Somewhat helpful      Very helpful      Extremely helpful

☐ ☐ ☐ ☐ ☐

\* 4. How helpful was your one-on-one meeting with Ron?

Not helpful      Slightly helpful      Somewhat helpful      Very helpful      Extremely helpful

☐ ☐ ☐ ☐ ☐

\* 5. What is one of the most significant benefits you received from being a part of this leadership development group?

\* 6. What is one thing I should definitely do again with/in future leadership development groups?

\* 7. What is one thing I should definitely NOT do again with/in future leadership development groups?

\* 8. What could be added to improve future leadership development groups?

\* 9. Would you recommend a leadership development group to a friend?

- ☐ Yes
- ☐ No
- ☐ Maybe

\* 10. How are you/will you use what you gained from this leadership development group?

## APPENDIX C

### ANSWERS TO OPEN-ENDED SURVEY QUESTIONS

Survey 1, Question 3 – What is your understanding of leadership?

Participant #	Response
599462	Leadership is empowering and inspiring others to use their skills to reach a common goal.
772657	Taking responsibility of growing & nurturing others' skills/talents
042310	Leadership is the ability to work with people for a common goal and to inspire them, support them, and help them to achieve that goal.
753951	Going before and showing the way.
602934 <sup>1</sup>	A planned process of working alongside and inspiring others with the objective of reaching a shared objective.
014430	My view of leadership is spending oneself for a benefit shared by a common group.
052398	Leadership is a skill set and desire to serve as the focal point of a group tasked to reach a common objective.
929292	Leadership is impacting others to move in a direction they might not otherwise move to obtain a goal that they might not otherwise achieve.
010210 <sup>2</sup>	Leadership is bringing others together around a common goal to achieve the desired outcome.
869111	Leadership is a set of skills in which the leader(s) use to guide people to a particular goal or outcome.

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<sup>1</sup> This participant used # 112979 for surveys One and Two. They changed to # 602934 on Survey Three and kept that number throughout the remainder of the surveys. For clarity I have used # 602934 throughout the thesis.

<sup>2</sup> This participant used # 122010 for Survey One. They changed to # 010210 on Survey Two and kept that number throughout the remainder of the surveys. For clarity I have used # 010210 throughout the thesis.

Survey 1, Question 4 – What are some important qualities of leadership?

Participant #	Response
599462	Successful leaders build trusted relationship with those under their leadership. They value the views and ideas of those on the "team." The leader's example of work ethic, beliefs and personal integrity inspires others to want to achieve the stated goal.
772657	Humility, Knowledge, Communication, Trust
042310	To be a good leader one should be humble, full of grace, understanding, respected and respectful, capable of the job he/she has been entrusted with. The leader should work with the people, not order the people.
753951	Integrity. Risk-taker. Patience.
602934	Humility, passion, morality, compassion and perseverance
014430	selflessness, clarity and commitment of purpose AND driving core values, care for community
052398	<ol style="list-style-type: none"> <li>1. Love for those you're leading.</li> <li>2. A specific knowledge or expertise of the subject or task that is assigned to the group.</li> <li>3. A desire to lead.</li> <li>4. A desire for those in your group to be successful.</li> </ol>
929292	Trust, sincerity, vision
010210	Sacrifice, humility, confidence, delegation, vision, wisdom
869111	Good leadership must involve a leader who is competent in using his/her skills to guide people. This involves modeling (behavior etc), people skills, passion for the common goal/outcome and humility.



Survey 1, Question 5 – What is different, if anything, about Christian leadership?

Participant #	Response
599462	A leader, who is a Christian, should use the same tools/qualities while leading others in all environments ~ that is our witness for Christ.
772657	Christian leadership may be viewed as irrelevant by the outside world. Christian leaders are led by God and for God's purpose, rather than personal achievement.
042310	I don't think there is anything different about Christian leadership.
753951	More of a importance towards being patient with the "weak"
602934	There shouldn't be a difference in the qualities, however from my experience workplace rewards are typically monetarily driven and materialistic in nature; whereas the reward from following good Christian leaders isn't necessarily seen in the wallet, but felt in the heart.
014430	christian leadership is the only kind worthy of being labeled leadership in my experience. Everything else usually equates to self promotion or individual gain.
052398	In Christian leadership, ego and self-interest is even more poisonous than in out side the church. The focus has to remain on loving others, seeking God's desire for them, and avoiding any personal ambition.
929292	It ultimately looks to God as the leader and visionary. If a Christian leader is not connected to God's plan and work then he is not leading others in the right direction.
010210	Christian leadership has a more of a focus on sacrifice, humility, and being a servant.
869111	The characteristics of the leader as well as the underlying common goal should be to seek God, realizing that our ultimate leader is Christ.

Survey 1, Question 6 – What issues surrounding leadership would you most like to explore?

Participant #	Response
599462	Conflict ~ It is important to treat those that you lead with respect even if they have contrary beliefs or views, but I would like to discuss how to maintain our convictions without seeming to condone morally or erroneous beliefs that could undermine the team. Yes, we can have a soft heart for those who hold contrary convictions but that can also be misinterpreted as acceptance.
772657	Finding my own strengths and gifts that others would find beneficial.
042310	I think for me it is very difficult to have crucial conversations. I understand that these conversations need to occur when you are a leader so I would be looking for ideas on how to do this better.
753951	Next-level leadership- like John C Maxell material.
602934	The delicate balance between leading and inspiring others, while not becoming egotistical.
014430	im less interested in the how, or why....but becoming someone worth following, that helps connect others in meaningful and community driven ways...as God designed us to be. (like a doctor for the body of christ, making it well :)
052398	I'm interested in what discipleship looks like in an adult to adult relationship. How do we engage others individually or as a group to do this work, especially considering our busy lives and competing priorities.
929292	Developing the character of a leader; how to live in an inspired way that leads others even without a set position or role.
010210	Servant leadership, dealing with conflict, and inspiring others.
869111	Godly leadership, burn out, and how to effectively lead both believers and unbelievers.

Survey 1, Question 8 – What key lesson(s) did you learn about leadership from *In the Name of Jesus*, by Henri Nouwen, and the group discussion?

Participant #	Response
599462	Leaders choose to: *love over power *willing to be led by God's plan, not theirs *be in constant prayer and in the WORD. *willingness to show their vulnerable self
772657	The importance of prayer and a relationship with God to lead others - this leads to following God's plan, and not so much our own desires to be seen as powerful and/or relevant.
042310	I learned that as a leader one can be tempted to be relevant and popular but that it is important to remember that you are carrying out God's work. It is about Him, not about you. I was reminded again that prayer is where we should go in all times.
753951	The purity of leadership- It's about the goal, not coercing followers to follow.
602934	I think when the author wrote "Jesus sends us out to be shepherds, and Jesus promises a life in which we increasingly have to stretch out our hands and be led to places where we would rather not go" helped me be comfortable with pushing myself more and be more vulnerable to God's mission for me.
014430	It confirmed that my view of leadership is going where you may not want to go. Its not about you or your comfort. Self indulgence and comfort seem the beginning of all sin.
052398	1. Excellent reflections on the centrality of humility and a desire to serve those we lead. 2. Loved the discussion on the need to be open to service and support from those you are leading. Also, the need to be emotionally sensitive to those we lead/serve.
929292	I learned about the radical concept of "irrelevance" and its power in Christian leadership. By tearing away the "relevant" things we hide behind when relating to others all that is left to offer is our real selves.
010210	Specifically around relevance and Christianity. in Christian leadership the goal is not to be relevant to current pop culture trends but rather to be seeking Jesus and allowing the radical message of the gospel to influence your life and culture.
869111	A Christian leader must constantly press into God, beginning with prayer, he/she must actively love God, seek to obey Him, have the heart of a servant, relate to and care for His sheep, and be willing to be known and vulnerable.

Survey 1, Question 9 – Did *In the Name of Jesus*, by Henri Nouwen, change your understanding of leadership? In what ways?

Participant #	Response
599462	I don't think it changed my understanding of leadership but it clarified in a concise way, the attributes of a leader that I might not have been able to verbalize prior to reading the book.
772657	It's a great reminder that even the best leaders need God and other like-minded friends to share and discuss with.
042310	Not really
753951	Yes- To care about those I'm leading. Not being too goal-oriented.
602934	Not really change my understanding, but strengthen it by understanding that even the greatest leaders are sometimes lost and broken themselves, and it's okay to go places we may or may not be comfortable going- In the name of Jesus.
014430	Not so much changed, as confirmed. Its like when you know and experience something, but you feel crazy until you bump into someone else with credibility validating your experience.
052398	I lean towards "not really" mostly because I've read the book before. I also felt that Nouwen, being a priest, is used to living as an individual and not as part of a constant community as most of us do with our families. Many of the lessons he discusses I feel I've learned through being a husband and father.
929292	It reminded me that leadership requires going places that we never expected (nor maybe wanted) to go. It is a sacrifice in some ways, not just a position of honor.
010210	The chapter on God leading where you may not want to go changed my perception somewhat. It reminded me of the need to follow God's leading no matter where that may be in order to lead others effectively as God has called me to.
869111	Yes, it reminded me that vulnerability, although not popularly practiced is important for good leadership. Knowing the love of Jesus, and having and intimate relationship with the Word is also top priority.

Survey 1, Question 10 – Did *In the Name of Jesus*, by Henri Nouwen, raise any issues that you would like to explore further?

Participant #	Response
599462	"In the Name of Jesus" talks a lot about leaders showing their vulnerability to their trusted mentor or inner circle. How is this achieved ~self examination is difficult.
772657	Not really
042310	Not really
753951	Not really
602934	How can we guide ourselves and others to live a simplified life, free of burden and full of love? A society where success is measured by love and not wealth?
014430	Well, it didn't really raise any, but did re-expose one. I would like to explore his journey (and the journey's of other leaders)...why he felt La Crosse was the place, how and God lead him there tactically...a bit more in depth. I like biographies or windows into others personal experiences with God and the habits they keep, mold, drop, and pursue to keep on the path to Gods direction not their own. Self deception is something i think we constantly battle. I see many leaders using leadership as a platform for gain for themselves, not others. Sometimes without even realizing they are doing it, its not always intentional. Staying humble is the a fight worth fighting and leaders need each other...leaders need support and to be lead and influence by others. Rarely do they have all the answers. Another interesting area is the area of paradoxes. Life if full of paradox.
052398	Not really
929292	How to effectively lead others without pulling the "power card".
010210	Following God's call to lead wherever he has placed me in life and to be open to listening to everyone around me.
869111	Being known/ vulnerability of the leader & -Communal (two by two) shepherding.

Survey 2, Question 3 – What key lesson(s) did you learn about leadership from *Humilitas* and the group discussion?

Participant #	Response
599462	<p>I appreciated the clearly stated four tools of a leader:</p> <ul style="list-style-type: none"> <li>*ability</li> <li>*authority</li> <li>*persuasion</li> <li>*example</li> </ul> <p>The author explained and gave examples about these traits. Our group discussed these characteristics and the idea that sincere humility when matched with behavior leads to an undeniable virtue which is rarely seen in the leaders that most of us have come into contact with in our daily lives.</p>
772657	Humility is essential for gaining trust from others, which as a leader, is an essential tool in the development of others.
042310	I learned that being a good leader does not mean you tell people what to do well, but that you motivate people to want to do better. You get them to want to reach higher and attain goals just by your example. I learned that relationships are important and working as a team is vital.
753951	Humility can aid in success, but does not guarantee success-especially if other members of a group do not hold the same value system.
602934	Humility is an essential trait that all leaders should practice daily, however in may not be an effective tool in a result driven private sector position.
014430	The shared stories of the group were most impactful. Humilitas was excellent, but we constantly read stories of it, but when its played out in relationship is more memorable and impactful.
052398	<p>2 big lessons:</p> <ol style="list-style-type: none"> <li>1. Humility is a highly effective trait in leadership, both in the secular and sacred world.</li> <li>2. We have all been impact by people in our lives who lead us through humility. The discussion really showed me this.</li> </ol>
929292	That Jesus's life (and death) introduced the idea of humility in leadership to the world.
010210	The primary lesson learned was that humility can be key to getting others to want to follow you. If you are arrogant and authoritative people may do what you say, but you will not set an example that inspires others to reach their potential.
869111	<p>Humility is an action, key to good leadership.</p> <p>Humility is a strength, a deliberate decision to serve for the good of others.</p>

Survey 2, Question 4 – Did *Humilitas* impact your understanding of leadership? In what way(s)?

Participant #	Response
599462	I found the chapter on Philotimia fascinating because of how the ancient world viewed humility and I had not really thought about this fact before. The ancient Greeks loved honor and humility was thought to be a negative trait. The impact of Christ's crucifixion on the world view of humility cannot be denied. Jesus proved that greatness can be expressed by choosing to lower yourself for the sake of others. The nature of crucifixion and the fact that Jesus willingly gave himself to death in that matter on behalf of all people has made a long lasting significant impact on society. I found this so interesting that I shared this fact with my small group and we also had a discussion about this concept of humility.
772657	Leadership needs to require a relationship, in which those being led have faith & trust in their leader. A humble leader is naturally more attractive than a conceited "know-it-all" type, and because of his/her genuine concern in developing another persons skills, they will be overall more successful as a leader.
042310	It helped me to see that good leaders are more than just respected but good leaders lead by example. It also taught me that leadership is hard work and many leaders try to take the easier way out and work as more of a dictator, telling others what to do. Being humble means you realize that God is in control and ultimately why you are in the position of leadership and to work as a team to get a task done. One should not do work for the glory of oneself but should do work for the purpose intended.
753951	It helps form the mindset that is more about raising others into their success, instead of simply driving me to achieve my own goals for a group.
602934	Very much so. <i>Humilitas</i> has shown me to slow down and respect that I don't have all the answers and even in a leadership position, that it's okay to learn and lead at the same time.
014430	Humility can influence. The role of the cruciform was enlightening.
052398	I loved the discussion Jesus turning the world view of humility from something shamefully to something that is key to true leadership and service. This was the first time I'd heard and thought of it. Jesus changed how we should view others and seek to serve and lead them.
929292	Humility is not just a character trait that Jesus has asked us to pursue, but it is also something that when incorporated into a leader inspires others to want to follow him/her.

010210	It helped me realize that leaders can still be highly effective and visionary while still being humble in their approach with others.
869111	I realized that good leadership is a quality of character and not only a set of skills.



Survey 2, Question 5 – Did *Humilitas* raise any issues that you would like to explore further?

Participant #	Response
599462	I would like to discuss the concept of humility vs. tolerance as presented on page 170 of <i>Humilitas</i> .
772657	Not really
042310	Not really
753951	Not really
602934	Not really
014430	I think we can think ourselves humble without even recognizing how far from it we really are to others. Humility should never be used as a means to an end...but some seem to do it without recognition of their actions. I have known those who would believe they drip humility, but have this odd air of superiority, judgment, and simply don't seem genuine at all...or perhaps try so hard to be genuine its obvious there is allot of effort going into it, but is clearly not authentic. I think we should distinguish authentic humility from general humility...as there are allot of fakers out there. Many self deceived.
052398	The one question that I felt <i>Humilitas</i> didn't answer is the tension between humility and ambition. We should want to achieve great things for Christ and well as in our personal/secular lives. How do we maintain humility while provocatively reaching for big goals.
929292	Not really
010210	Not really
869111	Character of leadership vs. skill of leadership

Survey 2, Question 6 – Think of a leader that you have known personally, what is it that you respect about him or her?

Participant #	Response
599462	<p>Dr. Edward Gilligan, Superintendent Principal of Newcastle Elementary School District ~</p> <p>After many failed attempts at securing my 1st teaching job out of college, I decided to apply at a little foothill school in California, outside of Sacramento. I dropped my application through the night drop slot in the office door and I watched in disbelief when a short, pudgy man in jean overalls picked up my precious application from the office floor. "Great! My last opportunity for employment for the Fall of 1988 was in the hands of the janitor!" This was my first impressions of Dr. Ed Gilligan! But...oh was I incorrect....he was so much more. His humbleness made him GREAT! He saw my potential and I worked at this little K-8 school for 20 years. Ed mentored, supported and encouraged me until he retired. The children loved him because whether he was playing baseball at PE, watching school plays, interacting with students in the classroom or administrating fair and just discipline ~ he was the respected leader of our school. Ed encouraged me to try new teaching methods and to move to middle school, when I thought I was fearfully unprepared. I used his leadership model to build relationship with my students and I believe this enhanced their learning. Ed never failed to ask me how my family was and even remembered their names! Ed was a man of integrity and an inspiration to all who had the honor to know and work with him.</p>
772657	Small group leader: Lovingly committed to my growth as a Christian, and willing to acknowledge her own weaknesses.
042310	I have a current leader who goes out of her way to make relationships with her staff, who makes you feel valued and supported, and by doing such an amazing job at her job she motivates each one of us to be better at ours.
753951	I see it is almost a hiking analogy: Being knowledgeable and willing to go first, but also being willing to go back and be patient to lead others along if necessary.
602934	I'm really struggling with this one. I wonder if that's a bad thing? I don't know if this is a reflection of me or that there aren't many respectable leaders out there. Or maybe there are and I just haven't spent enough time around them? Interesting question that's worth exploring more.
014430	Genuine quality. One that doesnt have an air of judgement. One who radiates positive calm energy, one making sacrifices to lead that one doesnt expose. No scent of superiority, personable to all, relational.

052398	The thing I respect is that this leader always seems interested in me, how I was doing, what I thought about a topic, etc. Despite his senior role in our company, he made me feel important and the focus of his attention. I always felt valued after our interaction.
929292	Their availability to others to coach and mentor. His focus on not only the goal, but also those that are on his team as they work towards the goal.
010210	One leader that I have admired shows a great deal of drive, competency, vision, and humility. The vision and humility are what I find most attractive in their leadership, and I respect their desire to know and care about their employees.
869111	I respect her most when she practices the piece of humility that shares her own struggles in life.

Survey 3, Question 3 – What key lesson(s) did you learn about leadership from EHS and the group discussion?

Participant #	Response
599462	The importance of knowing and understanding yourself because only with self-awareness can you truly lead others.
772657	-you must recognize your past, and learn to be emotionally healthy before leading others -you need God to heal -daily office and resting on the Sabbath are so very important
042310	One key lesson I learned is that I need to deal with my own baggage and my own "wall" before I will be able to lead people into bettering themselves. I also learned that I need to understand me, why I act the way I do, think the way I do etc before I can get closer to God. Since I am a pretty reflective person this was actually exciting to me. I look forward to reflecting more about myself and my relationship with God as well as how I may be able to lead better.
753951	Setting priorities in relation to work/life balance.
602934	Being emotionally healthy is essential to proper and effective leadership. Spirituality and emotional health go hand and hand.
014430	Provided some treatment of the Sabbath and a reminder of the influence of past relationships like family
052398	It was a good reminder that serving God and others in our own strength leads to burnout and disappointment. Only when we are seeking God for our strength and direction can we effectively serve Him for the long term while maintaining joy and balance.
929292	I was reminded that my personal emotional health makes a difference in how I am able to lead others. I learned some methods in how to be more aware of my emotions.
010210	To be lead others well one must first understand themselves emotionally and spiritually. To lead from a place of selflessness requires that we be in tune with God and content in his plan. This frees us to respond to others in an appropriate way and better understand how different things in life can impact us emotionally.
869111	Key to good christian leadership is spiritual health which is directly related to emotional health. One has to be connected to God and allow him/herself to constantly be refined and healed by the Spirit in order to be capable of leading others to Christ.

Survey 3, Question 4 – Did EHS impact your understanding of leadership?

Participant #	Response
599462	St. Benedict's Ladder of Humility) pg. 150 reinforces the key lesson that I mentioned above. I have experienced grief, loss and worked through the "wall." God is still working on these aspects of my life. Looking back at the journey, I can now consider it all joy the trials God has carried and guided me through. My loving relationship with my Heavenly Father is stronger and healthier than ever before. I love my Father in ways that would I would never have imagined before. How does that improve Leadership for me? As I meet with ladies in my small group or elsewhere, I have a renewed understanding of the emotional pain that life can bring. God has helped me become a better listener ~ less of a "fixer"...always praying for God's leading, before selecting the words that I speak. EHS has revealed an area that I do need to improve ~ Daily Office and Sabbath. I need to cultivate quiet time during my day so that I may hear my Father speak to me. Yes, I pray on the way to work, during the day as issues arise ~ but I mean true quiet time i.e. prayer walk or a spiritual retreat. I miss having a Women's Group that provides those opportunities for women...maybe that is where God is leading me. I will wait on Him for that answer.
772657	All leaders struggle and need God and their trusted community.
042310	Leaders need to be trusted and respected by those who are following them. If I am not emotionally healthy myself I cannot expect the people I lead to be. If I am not truthful to myself then how can i be truthful to others. These are some of the things I have learned and plan to work on. Leaders speak best by actions and actions speak louder than words.
753951	Personal health needs to coincide with- or precede- leadership roles.
602934	It helped me realize that great leaders struggle and it's the ones that take the time to be emotional healthy that have the proper balance.
014430	Looking at it from the lens of learned reactions, especially negative ones
052398	Not really - While I feel that Scazzero has a lot of good teaching in the book, I've felt in both my readings of EHS that there is too much emphasis put on getting our own house (emotionally and spiritually) before serving and leading others. I feel that God often heals and teaches us as we step forward in service of others. I felt that this book was far too inwardly focused.
929292	Not really
010210	Not really - EHS impacted my understanding of myself. I don't think I would say it impacted my understanding of leadership beyond the need to be in tune with God and the emotions he has given me.

869111	Good leadership stands on a solid foundation of one's knowledge of his/her self in relation to Christ. Not only is a healthy, growing relationship with Christ crucial but, one's focus must be on the Truth of this relationship, thus allowing the Spirit to be the true leader.
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Survey 3, Question 5 – Did EHS raise any issues that you would like to explore further?

Participant #	Response
599462	The chapter on Emotionally Mature Adult. A discussion on this topic would be helpful and interesting using the matrix on pgs. 178-179.
772657	Not really
042310	I have an interest in solitude and having that time with God. I have difficulty carrying that out at my house. I have never been on a retreat and I feel like this would be very beneficial for me and my journey with God. However, I don't know how I would go about doing this. Does our church offer retreats? I know my sister's church has a women's retreat but she has not invited me. I have not heard of our church doing this.
753951	Not really
602934	Not really
014430	Dealing with tactically working the kinks out of bad learned behaviors
052398	Not really
929292	I think I have more work to do with regard to my full suite of emotions and what past and present things cause them. This is something I will continue to work on in my own time with God.
010210	It has placed me on a journey toward emotional maturity and being content with what God has for me.
869111	What to do if you have a leader in your life who is not emotionally healthy? What do we do as a church body to bring this to light, and make this issue more important?

Survey 3, Question 6 – In the beginning of our group you were paired with a fellow group member. How have you benefited from your monthly meetings with this person?

Participant #	Response
599462	YES...my partner has lead me to insights for daily application of the material we are learning, held me accountable the readings, but more importantly, the building of a relationship with a "like minded" Christian. This is extremely valuable. It adds another perspective to our topics.
772657	I tend to be quiet in the group setting, but with my partner, I feel more comfortable discussing book subjects and adding more personal/deep experiences.
042310	In my monthly meetings I have learned that there is always hope in dark situations. My partner has also reminded me to prioritize my life and has been a prayer warrior with me over some challenging aspects of life right now. My partner checks in on me and truly shows compassion. She motivates me to keep a positive attitude and to not feel guilty when choosing family time. She has helped in the growth I have experienced thus far in this journey of leadership.
753951	Leadership role aside, it had been good to give and take about our personal lives.
602934	My partner and myself were able to enjoy breakfast one Saturday morning. It was great learning more about my partner and I look forward to spending more time together and getting our families together this summer.
014430	The interaction so far has been great to get some exposure to other leaders in the community
052398	My partner and I are at very similar places in life with work, family and kids, and involvement with Crossway, however we have very different personalities. It's refreshing to talk through similar struggles in balancing home/work life, opportunities for service at church, difficulties at work, etc. It's good to get another perspective on things from someone in a similar place.
929292	Yes. I have found that we have some common challenges in our similar stage of life, which has been reassuring.
010210	At this stage we unfortunately haven't been able to coordinate a time to meet.
869111	I have learned a lot, particularly about leadership from my partner. At first, I didn't view my partner as one might call, a leader. Through this relationship, I am learning about different qualities and skills that make one a leader, especially those that don't readily stand out right away.



Survey 4, Question 3 – What key lesson(s) did you learn about leadership from *Toughest People to Love* and the group discussion?

Participant #	Response
599462	I had some difficulties with the first part of the book. The diagnosing of others' personality disorders is not something that I found necessary to be an effective leader ~ I might suggest that an person seek professional help, but I feel uncomfortable labeling individuals. The second half of the book was helpful. I agree with the idea that you lead best when you can view yourself from an honest perspective; acknowledging the areas within yourself that need improvement and understand and accept the way God has "wired" you. Armed with this knowledge, I am able to evaluate my reactions and responses to those I interact with more clarity. I do feel that we are molded by our past in good and bad ways ~ understanding and identifying this fact is powerful.
772657	Everyone has a story, and a different "character"
042310	<ol style="list-style-type: none"> <li>1. Everyone has a story. There are people who are easy to get along with and people who are not but everyone was made in God's likeness and everyone has a story that has made them the way they are. Accepting this and acknowledging this is one way toward softening your heart so that you can work with tough people.</li> <li>2. No matter in what capacity you lead, there will be challenging people and you can't run away from them. You need to patient, set boundaries and work hard at a good relationship.</li> <li>3. Often the flaws you find in other people actually tell you something about your self. In order to lead all people you need to know about yourself and work on getting yourself in the right set of mind so that you are actually able to lead others.</li> </ol>
753951	<p>Different is not inferior.</p> <p>People have a story.</p>
602934	Toughest people to love provided me with a better understanding of the importance of providing grace towards others and how we each have a story.
014430	It was a great reminder of the intricate mechanics of interactions, the role our limited self and other views plays, and ideas on how to better be aware and navigate those.
052398	<p>I learned 2 points:</p> <ol style="list-style-type: none"> <li>1. Everyone has a story. We carry our past with us.</li> <li>2. It takes 2 to engage in bad behavior (half the issue may lie with me).</li> </ol>
929292	We should emulate God's love for people by remembering how God has made them with a purpose and identity.

010210	<p>I haven't been able to finish reading <i>Toughest People to Love</i> at this point, but I was able to find some insight from the book despite not finishing. Specifically, the book challenges me to confront potential bias I may have toward other people. Rather than avoiding conversations or relationships with people that are either different from me, rub me the wrong way, etc. it challenges us to love them as Jesus loves us. In doing so we are able to lead better and make a larger impact. There are many parallels with other books we have read in challenging us to be secure in ourselves and pursue emotional maturity and humility. If we approach leadership from that position, then we are thinking less of ourselves and what we get out of it and more about the other people and how to lead them even through challenges.</p>
869111	<p>Good leadership is dependent on relationship  We all need Grace  A good leader does not ignore the dark, but looks inside him/herself and sees one who needs mercy from Jesus.</p>

Survey 4, Question 4 – Did *Toughest People to Love* impact your understanding of leadership?

Participant #	Response
599462	On page 138-139 ~ discusses the tendency to "sugar coat" the truth but in reality, people want to know the truth. I am a "pleaser" and my avoidance to hurt people is definitely part of my personality. I am working on better ways to confront divisive people.
772657	Similar to the teachings in the book EHS, we must know ourselves, and be emotionally healthy to handle the different character types we will lead. I enjoyed reading about the characters and how to deal with them.
042310	I realized that you don't always get to pick who you lead and you need to try hard to work with all people under your leadership. You can't run away from them or ignore them but you need to embrace them, with boundaries of course.
753951	It reminds me to pause and look deeper at a person.
602934	I believe that this book helped me connect the importance of being humble and extending grace towards others. This lesson reminded me of the importance of leading others through persuasion and life example, not through authority. There's something very special about being genuinely vulnerable and sharing your time with others.
014430	Perceptions and reactions. We must realize our limitations and impacts, be continually aware and manage them.
052398	I hope it will help me pause and consider more deeply the situation that a difficult person is coming from. It will also help me think more strategically and compassionately about how to deal with the person.
929292	It opened my eyes to understand that even though leading certain people may be difficult, that does not necessarily mean you are not doing a good enough job leading them. One should look to other measures of success.
010210	There is a quote at the beginning of the book that helped impact my understanding of leadership along with the rest of the discussion in the book. "Leadership is not about problems and decisions; it is a profoundly relational enterprise that seeks to motivate people toward a vision that will require significant change and risk on everyone's part." Dan Allender. This quote and the themes of the book impacted my understanding of what is most important in leadership. It is not about how others perceive you as a leader or what you achieve. It is about caring for people.
869111	Our ability to lead is as good as our ability to love.

Survey 4, Question 5 – Did *Toughest People to Love* raise any issues that you would like to explore further?

Participant #	Response
599462	Recently I have been working through some "sticky" issues in my small group ~ it might be helpful to discuss some of those problems ~ careful not to name names ~ to gain other perspectives.
772657	Not really
042310	I still don't think I truly know what to do in the instance of the extreme difficult person who really wants to just make your life difficult. I would like to know more about some steps that can be taken when in that kind of situation.
753951	Not really
602934	Like every book we've read, the lessons learned are always being explored further on a personal and professional level.
014430	We must constantly reflect on our own actions and interactions, the flaws within, and that others are created in the image of God.
052398	Not really
929292	Not really
010210	I would like to finish reading the book and exploring how to best handle situations and people when they turn confrontational and ugly.
869111	Personality disorders of those that may be in leadership over you. The 'dark' and how it can be good. What are people like who shy away from the dark? Does anyone not have 'the dark' in their lives. Do leaders always need it?

Survey 4, Question 6 – Meeting as a group once per month feels:

Participant #	Response
599462	Just right.
772657	Just right.
042310	Just right.
753951	Just right.
602934	Just right but longer than 12 months.
014430	Just right.
052398	Just right.
929292	Just right.
010210	Too seldom.
869111	Just right.

Survey 5, Question 3 – What key lesson(s) did you learn about leadership from *The Ascent of a Leader* and the group discussion?

Participant #	Response
599462	<p>The importance of the work environment was especially interesting to me. Of course and knew that a positive work environment would increase productivity; but in <i>Ascent of a Leader</i>, it was written concisely giving the essential components. I have experienced obsessive accountability, woven together with an atmosphere of mistrust which leads to a feeling of devalue for the individual. The interesting fact, in my opinion; most people who create this negative atmosphere are unaware that they are. It is not until this attitude is either drawn to their attention or they experience grace and safety from someone around them, that they notice the difference. Providing this unmerited grace and value to those we encounter is an example of discipleship. It is amazing how those seemingly small acts of kindness can change an environment ~ no matter what your role is in the company.</p> <p>Another key idea that I learned, came after our last meeting. Some of us stayed for a while and we had a conversation about the capacity ladder and the character ladder. We talked honestly about being on the capacity ladder during the first years on the job because we feared being laid off or not being promoted. The capacity ladder seemed to be more important to us until such time that we felt safe in our position. Only after achieving that feeling, could the value of the character ladder be explored.</p>
772657	A leader's character growth is essential to succeed, whereas capabilities can only take you so far.
042310	This book drove home for me how there are many facets to good leadership. In this case there were five rungs to the ladder. The first rung had to do with trust. It's hard sometimes to trust God in his plan for us let alone trusting other people with your thoughts, feelings and plans. This book has inspired to me to use those people who I do have a trusting relationship with for advice, encouragement, criticism etc.
753951	It is not enough to have an "open door policy". Besides politely listening to ideas, a good leader needs to value them.
602934	That all too often to people compromise their character to reach performance goals. This is because the proverbial "success ladder" wasn't built upon "environments of grace" and "relationships of grace". Not to mention it wasn't also Christ centered.
014430	Was a great reminder and review of the importance of character.
052398	The concept of greatest impact was that is we rely on our own individual talent and skills, we can only achieve a limited level of success before

	reaching our max. If we invest in developing a team of leaders, we can achieve much more.
929292	That it is the relationships within our teams that build us into leaders that people can trust and follow.
010210	The book and discussion helped to keep leadership in perspective and lessen the importance of climbing the proverbial corporate ladder. It was interesting to read and hear of how people tend to plateau in climbing the typical corporate ladder even climbing over people to get to where ever they stop. The typical ladder is all about "me" in gaining position and developing myself. In focusing on these things we miss the point of leadership. Leading others is much more about grace, vulnerability, humility, and trust in your team and in God's purpose for your position.
869111	I learned about the differences between the capacity ladder and the character ladder; about the importance of Environments of Grace and Relationships of Grace under the Character Ladder; Trust, Vulnerability, Truth, Suffering/Maturity.

Survey 5, Question 4 – Did *The Ascent of a Leader* impact your understanding of leadership?

Participant #	Response
599462	The importance of creating an atmosphere of trust, safety, care, and concern will make the vision for your ministry flourish. This, of course, sounds good on paper but it has to be intentionally thought about when interacting with those who you lead. As this type of leadership becomes the norm, then the trickle-down effect will happen as these persons interact with others around them. As a leader who wants to build this type of environment, I must first know myself and believe/experience the value of God's saving grace. I also need to deal with the baggage of past hurts and shortfalls, not an easy task. This leads me to another valuable section in this book. The importance of an accountability friend or spouse. In my life, this person has earned my trust and I listen to their honest critique of my daily struggles and "wins" when working/leading others. My accountability person has the gift of discernment and knowledge that comes from their a daily walk with God. Our relationship is mutually beneficial as I reciprocate ideas and support to them.
772657	Not really - Honestly, I didn't really care much for the book. I found the points to be repetitive, and subjects we have already covered in other books. I don't feel like I processed much.
042310	Not really - This book focused greatly on how to build character and basically take care of yourself before you start serving others. So in the sense that it taught me more about the qualities of a leader I would agree. However I don't feel it talked significantly about leadership. (It has been awhile though since this book so I may be wrong.)
753951	Relying on grace and offering it more freely.
602934	This book helped solidify my understanding on leading a wholesome, graceful and efficient life leading both myself, my children and my colleagues.
014430	It reminded me of the aspect of character development through the process of relational interactions.
052398	It's helped me to better focus on the development of my team and understanding that our ability to achieve and succeed will be higher than if I focus on myself and my talents.
929292	It took the focus off of how I might perform as a leader, and turned it into a focus on how a leadership experience can help to shape me into a person of character.
010210	This book really pointed out the value of vulnerability. I am not normally someone who is overly vulnerable with others especially in a work setting. This turned the tables on my understanding of leadership



	<p>somewhat. Up to this point leadership to me was largely having most of the answers and appearing strong. While it is important to be competent, this book pointed out the need to be real with the team you are leading and to have grace with them.</p>
869111	<p>I'm learning to recognize the relationship between the capacity ladder and the character ladder, how they intersect and how both are important in the growth of a leader. I am reminded that, as a christian, I am to pursue Christ before all else. The ladder described may be a picture of that- but Christ is at the top.</p>

Survey 5, Question 5 – Did *The Ascent of a Leader* raise any issues that you would like to explore further?

Participant #	Response
599462	If we have an opportunity, I would like to talk about the Fifth Rung of the Character Ladder ~ Attaining God-Designed Potential and Discover my Destiny. Knowing the difference between God's call to service and your own desire/ willingness to serve. Could it be when a idea stays on your mind for days or weeks? If so, what is the next step? ~ talking to your accountability friend or ?? How do you make your dream a reality?
772657	Not really
042310	I have been told in my workplace that I would make a good leader and then I have also been told the same at church. There are many aspects to both places that I enjoy and feel like I could make a difference. One of the rungs in the book said to "acquire positions that match who I am." I guess I am still trying to determine what my focus should be. I know that I can't do everything because then I wouldn't be doing a very good job with all I have taken on. However, I am still wrestling with where I would be the best leader and be of most value.
753951	Not really
602934	Not really - I'd like to add that with all the books and information we are reading and sharing that I can't help but want to write a thesis myself :> This has been a very powerful and eye opening experience for me and I truly appreciate the opportunity to grow alongside you and the others in this group. Well done Sir!
014430	Intentional relationship building and development. Tangible ways to invest in this area.
052398	The question that this book left for me is this: I can do a lot to focus and work on the development of my team, however a lot of decisions and power remain above my level. How do I and my team lead upwards in the organization and across to other teams to gain success and lead in a way that has a broader impact?
929292	How I might grow in vulnerability with those that I lead.
010210	Vulnerability with the team I am leading is something I want to continue to explore and improve upon. I want to act with integrity around them and be genuine and vulnerable.
869111	I liked many of the questions at the end of the chapters and would also like to look at more of the practical ways to implement the theories the authors describe.

Survey 6, Question 3 – What key lesson(s) did you learn about leadership from *The Next Generation Leader* and the group discussion?

Participant #	Response
599462	<p>The key concepts that we discussed:</p> <p>*Doing less and accomplishing more ~ doing needless tasks and also the importance of focus.</p> <p>*The importance of having a coach ~ having a different coach for the different focus areas of leadership, and the importance of understanding that a coach is not perfect.</p> <p>*Character of a leader ~ honesty vs. need to know</p>
772657	<p>-Discover your core strengths</p> <p>-Alter your work to play upon your strengths and delegate the rest</p> <p>-Have the courage to go first</p> <p>-It's ok to be uncertain, but you must be clear in your leadership</p> <p>-Find and be a leadership coach</p> <p>-Never compromise your character</p>
042310	<p>To be a good leader does not mean you do everything. You must rely on and ask others to help you in your mission. I also liked how the book drove home the importance of being clear in the mission and clear in directions.</p>
753951	<p>It is okay not to do everything. Concentrating on my strengths makes me a better leader and gives other's a chance to serve.</p>
602934	<p>The greatest lesson I learned was the importance of doing less and accomplishing more. The idea of delegating my weaknesses allows others to flourish wasn't something I was accustomed to.</p>
014430	<p>Reinforcement of key leadership concepts often overlooked, such as coaching and mentoring.</p>
052398	<p>Great book overall. Very practically minded and easy to read.</p> <p>The lesson that had the most impact was "focusing on our strengths". The idea that I am not going to be good at a lot of things and should focus on the value I bring while finding a team or just letting go of things that I don't do well. I've already carried this into a lot of the leadership activities that I'm involved in.</p>
929292	<p>That as a leader, I need to focus on doing the things that only I can do and that make me valuable to the team as a leader. Don't try to do too much. Also to pursue the things that excite me.</p>
010210	<p>The key lesson I gained from the next generation leader was to play into my strengths. That was a concept that I hadn't heard discussed much</p>

	<p>previously. Typically you hear people talk about working on weaknesses. However, this book specifically talked about working with a team that complements its team members by having people of differing strengths.</p>
869111	<p>Discover and use strengths</p> <p>Be courageous</p> <p>Be clear</p> <p>Find a coach and be teachable</p> <p>Maintain good character</p>

Survey 6, Question 4 – Did *The Next Generation Leader* impact your understanding of leadership?

Participant #	Response
599462	<p>The "Next Generation Challenges" at the end of each section, had the most important and meaningful impact on me and my understanding of leadership in a more personal way. Below I am sharing some examples of the questions and my answers, since you told me that your older version of the book did not have these questions. *What defines success for you in your current employment? ~ recognizing or anticipating needs and fulfilling them which translates into good customer service and a sense of fulfillment for me. *What would change about your current job description if you were given the freedom to focus on 2 or 3 things you do best? ~ allow me to train new employees; allow me to create a safe environment where admin. assistants feel safe to ask questions and seek retraining; and lastly allow me to suggest some reassignment of duties for greater productivity. (My strengths ~ teaching, creating safe working/learning environment, and the ability find/suggest ways to improve an existing system). *What is your greatest temptation? ~ taking action without seeking clarity of God's plan or in the secular world, having the goal clearly defined. *As you think about where you are professionally versus where you want to be, what or who stands in your way? ~ the need for a salary (limits volunteer positions or activities that require more than a few hours per week) - And what shortcuts might I take? ~ I try to work full time and also volunteer (I use more hours than I have available, therefore I need to focus my leadership into one area). *What do you want to be remembered for? ~ Providing opportunities for women/people to experience the love of God ... having them see/feel and touch His presence in their lives. Walking beside, mentoring and supporting individuals in ways that plants the seed (that the Holy Spirit will bring to fruition) that will lead to a personal relationship with not only the sovereign God, but God, our Father who cares deeply about us. *What is your greatest fear? ~ My desire is to move from success, (the ladder climbing- the need for achievement of my youth), to sufficiency (a legacy).... So my fear is "Never Being Asked to Serve ~ in the area of my passion. **Every section had questions such as the ones above -definitely worth exploring.</p>
772657	<p>I was surprised and glad to read about not needing to be a "balanced" leader. I don't need to know and do everything. I like how delegating outside our core competencies allows other leaders to play to their core strengths.</p>
042310	<p>It reminded me how much I need to work on myself in order to be a fantastic leader. I need to work on the clarity with which I speak and</p>

	make sure my character is someone that people would find worth following.
753951	A good leader is not always the first to see a need, but they are the first to react to it.
602934	That it's okay to not be great at everything and that being courageous and stepping out when the opportunity presents itself often leads to great things.
014430	It reinforced the pillars of long-term sustainable successful leadership. One hit wonders are common. Solid leaders over time, not so much. The pillars within emerge things that cant be left out.
052398	While I enjoyed this book, I felt that Stanley's teaching was more practical than fundamental. It did not change my understanding of leadership but was useful in identifying ways of being more effective in leadership. The one exception may be the chapter on character, which did bring focus to an area that we have not focused on as much during our meetings.
929292	It made me realize that there is not set mold for a leader. Each person brings their own individual abilities, passions, and ideas to a leadership role. The best way you can be successful is to be true to those things for you, while bringing others along with you.
010210	Regarding playing into strengths and not trying too hard to become "well rounded". I think there is benefit in working on our weaknesses to some extent, but it is also important to focus on where God has gifted us and given us passion as the book discusses. The book also continued to affirm the idea that character is an essential part of leadership both from humility, emotional maturity, and integrity.
869111	The necessity of clarity of vision "You can survive being wrong, you can't survive being unclear."

Survey 6, Question 5 – Did *The Next Generation Leader* raise any issues that you would like to explore further?

Participant #	Response
599462	Our group spend a lot of time exploring the importance of having a leadership coach. At times, it seemed like there was a merging of the concept of an accountability or mentor partner and that of a leadership coach. We might want to clarify the difference, if indeed there is a difference?
772657	Not really
042310	Not really
753951	Not really
602934	Not really
014430	Coaching and Mentoring....Just this morning I realized during my devotion while thinking over our leadership case studies...Leaders must have an ongoing source of truth constantly pouring into their lives. Otherwise, all leaders are susceptible to slowing veering off path. Nearly all biblical examples of leadership are equally loaded with leadership failures. Not all, but many of the most well known also have significant failures as leaders speaking to the fact that its a slipper slope when one isolates their lives from being examined. I think of the examples in scripture to live in such a way that if light is brought to any aspect of your life, that the examiner would be ashamed rather than the examined. Tough to achieve, but key to remember.
052398	I was impressed by the way that Stanley was able to address leadership in a broad manner that could be applied to ministry, home, and business. At this point, I'm wondering what you, Ron, are hoping to get from the group moving forward? Are you hoping for our group of 10 to become stronger or more visible leaders in the church or is this more general to our lives?
929292	It made me want to explore further my passions and strengths.
010210	I want to pursue having someone coaching or mentoring me in both a spiritual capacity as well as a professional capacity. These may be the same or different depending on who it is, but I feel I would benefit tremendously from having a mentor relationship. Also, I want to be mentoring and coaching others.
869111	Playing to one's strengths and delegating weaknesses when you don't have the authority to do so.

Survey 7, Question 3 – What key lesson(s) did you learn about leadership from your study and our discussion of biblical leaders?

Participant #	Response
599462	I thought this was a very meaningful assignment. After reading books on the subject of leadership and the attributes of a successful leader; this follow-up assignment gave me the opportunity to take what I had learned and identify those characteristics in Biblical leaders. Interestingly, Biblical leaders, had the same flaws and as I see in myself and in leaders of our current age. The lesson is to see how God molded and transformed these individuals into the champions of faith! This is very encouraging to me.
772657	God's appointed biblical leaders needed to follow the same leadership guidelines that we are learning from our readings. The study provided actual real-life examples of good and bad leaders and how they were impacted by their leadership styles,
042310	I, unfortunately, was unable to attend this meeting. I will tell you from studying my own character and looking at some of the papers I learned just how "normal" the biblical leaders were. They were just as flawed as we are and God used them where they were to do wonderful things. It is very inspiring.
753951	That these leaders were also real people that endured challenges and also had great leadership victories.
602934	It was interesting to draw a parallel between the challenges we face today as leaders and the challenges that our biblical leaders faced too. Personally, I was intrigued by the historical and biblical lessons learned in this session and had to remind myself to stay focused on the leadership connections.
014430	A great reminder all leaders face personal failures, reminder of our dependence on grace
052398	There is a diversity of leadership styles and situations. God raises the right people for the proper moment. Humility was a common important characteristic to most of the leaders.
929292	No leader is perfect (even those in the Bible). Also, that it is more important to lead through a passion for God than earthly wisdom (compare David and Solomon as an example).
010210	What was most prominent to me from our discussion on the leaders was how God uses imperfect people to lead and accomplish his purposes. It was clear that the important piece was not whether or not we are the greatest leader, the most eloquent speaker, or perfectly following God's commands. The important piece was whether or not we were willing to repent and were genuinely following after God.



869111	Be humble Listen to God
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Survey 7, Question 4 – Did our study and discussion of biblical leaders impact your understanding of leadership?

Participant #	Response
599462	As I stated earlier, I am very encourage to watch how God works in the lives of these Biblical leadership to mold them into the Champions of the Faith that they are! It makes me look back at my life and identify those times when God directed my path. Even though at the time, some of these re-directions from God were painful or caused me fear (usually of failure); I now see these times as blessings. It makes my love for Jesus even stronger because He truly proves His love for me as my Heavenly Father.
772657	Not really – Other than showing real-life examples of what can happen under good or poor leadership, I wouldn't say this study taught me anything new about leadership.
042310	I am not sure if I learned more about leadership. Rather, I feel that this month helped me to see the theories we were reading about executed. It was great to see how the biblical leaders influenced people by motivating them to be better and through humility.
753951	Hearing multiple- and various- examples help increase an appreciation for different types of people in leadership.
602934	Not really
014430	We can expect to, like most Biblical leaders, operate in and against a broken world
052398	I found the work interesting. It was new to deal specifically with a aspect like leadership for a biblical leader. I didn't find this as helpful as the book studies we've done.
929292	Further reiterated that each leader will lead in his own unique way. Also that the heart is more important than the head in leading others.
010210	It reinforced the incredible importance of following God wholeheartedly and not turning away when things are challenging or when we stumble. In Christian leadership loving God and following him must be at the forefront of whatever we do. When it is, we lead from a place of humility, strength of character, and security in our identify with him. Doing that allows us to care for people and lead well rather than leading from an agenda to climb the ladder.
869111	I learned a lot about leadership from our discussion of the prophet leader. I remember learning new things about him and leadership.

Survey 7, Question 5 – Did our study of biblical leaders raise any issues that you would like to explore further?

Participant #	Response
599462	Instead of looking at Biblical leaders, I think it would be meaningful to for each of us to reflect how God has molded each of us to be a leader. Who has He brought into your life (like a Barnabas) to guide you? Have you ever not followed God's command (like Jonah) and had a consequence? Have you ever told God that He is picking the wrong person for the job (like Moses) only for Him to remind you to trust in Him? Have you ever been afraid to share that you are a follower of Jesus (like Peter) to later feel the sting of guilt? A self reflection discussion could be very powerful.
772657	Not really
042310	Not really
753951	Not really
602934	Only a couple students in the class shared their reports. It would have been great to read and revisit everyone's at a later date in my spare time.
014430	Not really
052398	Not Really
929292	How I might grow my passion and heart for God in all that I do.
010210	Not really
869111	Not really

Survey 7, Question 6 – Given your learning style, do you get more out of researching and presenting a biblical leader case study or from reading and discussing a book?

Participant #	Response
599462	Learn equally from both.
772657	Get slightly more from reading and discussing a book.
042310	Learn equally from both.
753951	Learn equally from both.
602934	Get significantly more from reading and discussing a book.
014430	Learn equally from both.
052398	Get significantly more from reading and discussing a book.
929292	Learn equally from both.
010210	Learn equally from both.
869111	Get significantly more from reading and discussing a book.

Survey 7, Question 7 – What would you say - pros and cons - about the learning and benefits of doing biblical case studies as compared to the learning and benefits of reading and discussing a leadership book?

Participant #	Response
599462	Pros...I would highly recommended this assignment for your next class on leadership. Personally, it was a nice change from reading a book which is very academic, to this assignment which was practical application. I found that I went back to my books to review the characteristics of a leader and then searched my character to find those attributes in him. It was actually a good mid-term exam! Cons...I would have each member do a separate character and then share a few of these reports at each of our next meetings.
772657	Pros of biblical case studies: We learn from actual biblical leaders how their leadership style impacted their actual leadership, and can apply it to our own lives. Cons: We miss the thorough analysis and explanation that comes with reading and discussing a leadership book - ie the books go in to greater depth describing how and why something is important, like humility for example.
042310	My partner and I were able to collaborate more on the biblical leaders activity. There was also more pressure (in a good way) to really tune in and learn the material so that we were able to present it. When you need to teach a group or present to a group of people I find that people tend to put more time and energy into learning more indepth. That being said, I don't think I would want to do a study each month. I think that a mixture of reading books and doing case studies would be intriguing and would not get redundant. Books are helpful because you can read with the lens of someone else. You get to hear what other, highly respectable, people in the field think about leadership.
753951	Both created good opportunities for knowledge and personal growth.
602934	I think it is as a good lesson overall, however, I think book studies are more fruitful. If anything the biblical study could be a last meeting project that students work on a little at a time, all year.
014430	Love the personal interaction and hearing others share. Everyone seems to get more personally engaged
052398	Our character was not a major biblical character, so it was difficult to get a full perspective of the persons leadership ability and style. If you choose to do this exercise again I'd space it further from the GLS so that we aren't going 2 months without a book.
929292	Benefit of doing the biblical case study is that you have do the research and your findings are by default filtered through your own experiences so

	<p>they apply. I found most helpful from it was less the specific case study I had, but more the ability to hear all of the case studies and put conclusions together about them as a coherent group. Pros of reading a book is that it (typically) has a driving point or points around which everyone can discuss, assess, and apply individually.</p>
010210	<p>The largest pro I see with the case study is that we have a chance to look at scripture in a different light. We are able to see Christian leadership played out in action and can evaluate the success of the leader based on that. The con was that you were only able to go in depth on the character that you were researching. The discussion was good to share the learning from each character, but I didn't feel we got as much out of the characters we did not study.</p> <p>With a book study it depends on the book itself. It helps us to learn more concepts of leadership and how they apply, but it often does not give the real examples that we can analyze and discuss. Also, it is hard to cover a sufficient amount of a book's content in the amount of time we have to discuss them. I do enjoy reading the books, though, and I feel we all get a lot out of the discussion hearing other thoughts and ideas about the text.</p>
869111	<p>Pro- we get to really dig in to one character and study all the details and thus, remember them</p> <p>Pro- we get to work with our partner</p> <p>Con- we don't study the other characters and we don't retain the info presented</p>

## 2016 Global Leadership Summit Survey – Joseph Chestnut

### 1. How helpful was the Global Leadership Summit to your leadership development.

Extremely Helpful! The content was incredibly relevant. For example, the session on culture addressed a key and often overlooked topic impacting nearly every organization these days in a big way. I have dealt with multi-million dollar projects that teams nearly ran in the ground by simply not being aware of key communication and behavioral norm variances among cultures. EVERYTHING is about good communication, (communication that must RESULTS in ALIGNMENT that is, not just communication for the sake of talking) when working with and across teams.

The mix of content was very much in line with the structure of the graduate leadership program at Lincoln U. For example, one of the courses is on culture, much like the session noted above.

### 2 Is there one idea, concept or suggestion that has stuck with you since the Global Leadership Summit that has been helpful for you as a leader? Another way to think about this is: How has the Global Leadership Summit been beneficial to you in your leadership?

Many. In addition to culture, I have two index cards sitting on my desk that I wrote. One is a reminder that a leaders key role is "to energize key initiatives" as Hybles noted. This is really the role I have played the most in my experience over the past few years. Not creating documents, presentations, or spreadsheets, but bringing energy, life, and focus to the right things, and drowning out the noise of all the other.

The other is a short video I watched on the GLS App a few weeks after the Summit. It was on Brokenness as a foundational pillar to leadership. A majority of the case studies in the Leadership program at Lincoln also support this. To me, leadership, effective great leadership I mean, is nearly always a result of deep deep seated conviction on behalf of the leader. Those convictions are usually forged during personal eras of brokenness...and those are the single most important catalyst of effective focused leadership. You cant bring clarity and focus to large groups of varied people without passionate commitment to a few clear guiding principles and convictions. You just cant. You will be unclear, and wavering.

### 3 Would you recommend the Global Leadership Summit to someone else? If so, why?

See #s 1 &2 :). The Summit provides incredible key coaching, but my guess many folks may not realize it at first unless they have been in the leadership trenches for a while...like the example of culture and energizing key initiatives. At some point, if they take the time to really reflect, they will recognize the profound truths and experience

brought to light during these sessions.

Honestly, these sessions could be unpacked over the course of a year or more, and honestly should be. Otherwise, this great wealth of knowledge will simply fade into our junk closet of knowledge, its potential never to be realized.



2016 Global Leadership Summit Survey – Mike Felo

1. How helpful was the Global Leadership Summit to your leadership development.

Not Helpful	Slightly Helpful	Somewhat Helpful	Very Helpful	Extremely Helpful
1	2	3	4	5

2. Is there one idea, concept or suggestion that has stuck with you since the Global Leadership Summit that has been helpful for you as a leader? Another way to think about this is: How has the Global Leadership Summit been beneficial to you in your leadership?

There were 3 talks that impacted my thoughts on leadership.

1. The Ideal Team Player by Lencioni (sp?) was a great model that I used with my group at work (I bought them each their own copy). I talked about the need to use that model as they work in teams in their day-to-day work, being aware of their own behavior and effect on the team.
2. The Culture Map has helped me think through the impact of culture on the way that I work and do business with people around the world. Since the book cannot be comprehensive for all cultural interactions, I have learned to ask foreign co-workers who I trust, "is there something that I've missed or don't understand because I'm an American?"
3. The 4 disciplines of execution. We spend a lot of time talking about strategy development because it's fun and exciting, but we spend very little time focused on the tough part, execution. This has helped me better plan for execution and track progress against goals.

3. Would you recommend the Global Leadership Summit to someone else? If so, why?

Absolutely yes. It was a great opportunity to hear talks on a lot of leadership related topics out of which I could pull subjects that I wanted to follow up on. It got me out of my day-to-day work and helped me step back and look at the big picture.

I will be bringing my team from work back next year.

2016 Global Leadership Summit Survey – Kandice McBrearty

1. How helpful was the Global Leadership Summit to your leadership development.

Not Helpful	Slightly Helpful	Somewhat Helpful	Very Helpful	Extremely Helpful
1	2	3	4	5

2. Is there one idea, concept or suggestion that has stuck with you since the Global Leadership Summit that has been helpful for you as a leader? Another way to think about this is: How has the Global Leadership Summit been beneficial to you in your leadership?

There were so many amazing leaders at the summit that I think I took a little bit from each one. I learned a lot about what it means to be a team player and how to help a dysfunctional team. I learned from Melinda Gates that it is possible to be a great mom but also lead in the workforce as well. I learned about how different cultures have different ways of communicating which has made me more culturally aware. The Leadership Summit really excites you and humbles you. There are some truly amazing leaders out there who have very busy lives but they still make it work. It gives me hope that I will be able to as well.

3. Would you recommend the Global Leadership Summit to someone else? If so, why?

Absolutely! Not only do you learn a lot about leadership but you see it in all different ways. You can apply what you learn to your job, to your role in a household, to your church, and to your friends and significant other. Hearing from such prestigious people really was an honor and I would really like to go again. I had talked with Katie though about how it would be great to get a hotel room the first night so that when you leave you can go back and digest what you just heard with someone who was also there. It would be nice to have that time to reflect.

2016 Global Leadership Summit Survey – Shirley Paquette

1. How helpful was the Global Leadership Summit to your leadership development.

Not Helpful	Slightly Helpful	Somewhat Helpful	Very Helpful	Extremely Helpful
1	2	3	4	5

2. Is there one idea, concept or suggestion that has stuck with you since the Global Leadership Summit that has been helpful for you as a leader? Another way to think about this is: How has the Global Leadership Summit been beneficial to you in your leadership? **Unfortunately I do not have my book from the summit any longer, I do remember the ideas that I felt were important for my leadership development. Travis Bradberry talked about emotional intelligence and the importance of knowing yourself and understanding how those you are working and serving are “wired up” to increase your effectiveness. I also remember Melinda Gates talking about importance of bringing business strategies to your outreach. This idea made sense to me because business model working in conjunction with pastoral approach would bring financial stability to the ministry. There is one speaker that I can’t remember his name, rebuilt his church after destruction. I found his speech inspiring. I believe Bill Hybels said, “Stop learning...You Stop Leading.” So very true.**

3. Would you recommend the Global Leadership Summit to someone else? If so, why? **Yes! Conferences, such as these, inspire and recharge leaders and those wishing step out in faith to start a new ministry.**

Survey 9, Question 3 – What key lesson(s) did you learn about leadership from *Being Leaders* and the group discussion?

Participant #	Response
599462	This book was good and emphasized the characteristics of a leader that we have discussed in the past books, but I did find valuable was the leadership audits in the appendixes. It was surprising to find how my interests have changed over the years.
772657	For me personally, the most valuable part of the book was ch 5 - Influential Leader, as I was able to discover my leadership style and identify my strengths and weaknesses. In the group discussion, I really enjoyed our talk about being credible and being able to admit when we are wrong, and how doing so may have a positive influence on others rather than appearing weak.
042310	One of the key lessons I learned (or at least was reinforced) was the idea that when you are a Christian leader, you need to be a Christian leader in all aspects of life. This has definitely got me thinking about how this would look in my setting. Another lesson I learned was that regardless of where I lead I should be leading for God. He, ultimately, is who I need to be living my life and leading others for. It should not be for my own personal favor but for God's honor. This is an area that I need stretching with as I know I crave positive reinforcement. I am trying to learn to be content with just knowing I am pleasing God without the acceptance of those around me. I also learned from taking the surveys and reading the book that there are many different kinds of leaders and I tend to be a diplomat-inspirational. It was good to be able to identify that and then read the implications for what that means.
753951	That setting a structure around developing leaders can make the difference between new growth and stagnation.
602934	Unfortunately, I wasn't able to finish this book and believe I was absent for this discussion.
014430	The interrelation of the various dynamics and scope of leadership
052398	I enjoyed learning how organizational and situational dynamics can impact the style and focus of leadership. It was particularly interesting to consider how your talents and skills should be matched to the needs of people to whom you're ministering.
929292	I learned more about what it means to be a Christian leader.
010210	The two primary things I learned about leadership from this book and the discussion were regarding credibility/regaining lost credibility as well as changing the approach to leadership depending on the situation rather

	than sticking to one specific style/approach regardless of the circumstances.
869111	Recovering lost trust

Survey 9, Question 4 – Did *Being Leaders* impact your understanding of leadership?

Participant #	Response
599462	This book was a informative and it brought up some interesting topics which lead to a good conversation in our group. Our group conversation centered around being an influential leader in various situations, the importance of mentorship. We also touched on church working dynamics and the difficulties that can arise from those situations.
772657	The many types of leadership, and how they are all different but equally important. It helps me understand my influence as a leader when I may not necessarily be in a position of authority, but I can still lead others effectively none-the-less
042310	This book helped me to understand that leaders are not all going to look the same and people can and will lead in different ways. However, no matter how we lead, we need to be leading with the hope of pleasing God.
753951	Not really
602934	Not really
014430	Reinforced the foundational leadership concepts and their practical implications.
052398	While the book felt academic at times, the systematic treatment of how different ministry situations should impact your approach to leadership. It made me consider my own skills and interests in the context of the opportunities there are to lead/serve in the church. It also gave me further respect for the difficulty of pastoring a church.
929292	Not really - I found this book to develop for me more of a laundry list of all of the things I need to remember to do when I am leading others, rather than fuel me with different ideas on how to approach things.
010210	Not really - I didn't feel that the book had any new impact on my understanding of leadership, but it certainly reinforced the ideas of emotional maturity, character, credibility/trust, and humility. I appreciated the amount of scripture reference in the book and the clear outline of what it means to be a servant leader as Jesus was. However, I didn't feel it had new ideas that hadn't already at least been mentioned in the other books we read so far.
869111	The audits and inventories in the Appendix are the most valuable parts of the book. If you don't understand yourself as a leader, it is hard to follow Malphurs' teachings.

Survey 9, Question 5 – Did *Being Leaders* raise any issues that you would like to explore further?

Participant #	Response
599462	Not really
772657	I enjoyed the quizzes and would have found benefit in discussing our results with each other in the group setting.
042310	Not really
753951	Not really
602934	Not really
014430	Not really
052398	As we approach the end of our leadership group, it makes sense to have time to reflect on where we're serving and how our own leadership should change/increase/focus in the church. I hope there's time to discuss and share this a debriefing opportunity with the group.
929292	Not really
010210	I would like to further study the book and the assessments at the end. I didn't spend time doing the assessments, but I likely would have gotten more out of the book if I had done that. Also, I think it would be worthwhile for me to periodically spend time reading the chapters describing servant leadership and Jesus' example. In the world it is easy to forget to be a servant leader because it is contrary to conventional wisdom and the goal to get to the next step. Reading this, taking the assesments, and re-evaluating on a frequent basis Jesus' example for us would be helpful in keeping me in line with God's purpose for me in my position of leadership.
869111	Not really

Survey 10, Question 3 – What key lesson(s) did you learn about leadership from *The Mentor Leader* and the group discussion?

Participant #	Response
599462	Some of the key ideas that I found in this book and during the discussion were the importance of mentoring in close proximity. It is impossible to mentor from a distance. A mentor must engage in order to be effective. Engagement using the walking around method is one that I have used. I also agreed with Dungy's ideas regarding a mentor's "open door" policy. A true open-door policy is a matter of attitude and approach ability. One thing that Dungy also mentioned was if the mentor states that he/she has an open door policy then it needs to be a safe environment to share comments and concerns without formal repercussions.
772657	Significance of being humble as a Leader: eg, putting the needs of others first.
042310	You need to be invested in the people you lead. You need to be invested in all parts of their life and push them to get better.
753951	The value in developing relationships ahead of developing leaders for an explicit purpose.
602934	To use the platform we have to lead. I've learned that some have a larger platform, or a even a louder voice to help lead others with, however at the same time we can lead others from the smallest of platforms and a modest voice.
014430	Tony's experience around leadership and mentorship provided some tangible examples to learn from.
052398	1. Mentor leadership must be a culture shared a multiple level in an organization in order to reach maximum success. 2. Leadership means being concerned with the outcome of those you serve and mentor without regard to your own recognition. 3. You must model the behaviors that you are cultivating in those you lead (leaving the office early so that others can go home too).
929292	That leadership is not about us at the leader, but about the people we are leading. That doing things the right was has an impact on people.
010210	I had heard and experienced to some degree mentorship in my career, but this book showed me the value of mentor leadership beyond simply enhancing your team by developing an employee's strengths. I learned that the key to being a leader that leaves a lasting impact beyond just numbers and goals but on someone's life is to be a mentor. This book reinforced the biblical principle that life is not about us as individuals.
869111	a



Survey 10, Question 4 – Did *The Mentor Leader* impact your understanding of leadership?

Participant #	Response
599462	Living a life of significance for Christ is my goal. On page 203, number 7 ~ is what I hope and pray God will grant me...."At the end of it all, if even one life is better because we lived, our lives have significance." Visible and active faith and love for Jesus shared freely is what I hope and pray will be what my family and friends see as my legacy.
772657	I loved the real life example of a football coach leading with Humility, and the positive effects it has on the whole team.
042310	I am currently a mentor in my job right now and this book helped me to understand even more what my job should be. It is not enough for me to just help them do better in their job. I need to listen, ask about their personal lives, check in and make sure they know that I am there for them.
753951	Leadership is an ongoing process. It can span years.
602934	Not really – This book was one of my least favorite books we've read so far, but still a good read.
014430	It highlighted the key lessons mentioned above.
052398	I was impressed by the impact that building a culture of mentorship can have on a team and organization even when the organization is as achievement driven as an NFL team. This is a surprising result and gives me confidence that investing in those I lead can result in great achievement by the group.
929292	Reminded me that leading others has to come from a heart that cares both about them AND the mission (end goal). Brought up a great analogy that "night is darkest right before dawn". This reminds me to keep focused on the vision and to not give up despite how hopeless things may seem.
010210	The idea of mentor leadership was something that I identified with in my own leadership style to this point, and I think falls directly in line with the way Jesus led his disciples. However, in the business world it is uncommon to see this type of leadership. The majority of leaders that I see are those that have a bent toward performance and do not view their people as people but rather as a means to accomplish their bottom line goals. There are a few leaders that I have seen with a mentor leader mind set, and they are the ones that people have a desire to work for. This book showed me that this type of leadership can be successful not only in having an impact on the lives of others, but also accomplishing the goals you set out to achieve (I.e. Dungy's super bowl win). Mentor leadership enables your team to reach their potential, and when people see that you

	value them as a person and value their development they are more motivated to do their best.
869111	Yes

Survey 10, Question 5 – Did *The Mentor Leader* raise any issues that you would like to explore further?

Participant #	Response
599462	Not really – It was an outstanding book.
772657	Not really
042310	Not really
753951	Not really
602934	Not really
014430	Taking practical steps of mentorship, both for the leaders and for others. Other studies have shown a leader should always be involved with receiving mentorship and providing mentorship, a way to "pay if forward". I think our culture drives us away from mentorship, in contrast with our country's history. Apprenticeships, mentorships, seemed to have been more common and intentional in colonial days. I think now we rely on the academic system too much, and the academic system doesn't always create one on one practical relationships for development, its a detached version and one that just propagates intellectual learning without internalization and deep grasp of the subject at hand.
052398	Not really - I thought this was a great book. I'll be passing it on to some else.
929292	How can I challenge others to improve and build into them through leadership, while maintaining humility? Also it posed a really tough challenge..."am I prepared to have a great success and not get any credit for it?" This is something that I will need to explore further, but is a great challenge and goal to challenge my heart in leadership.
010210	I would like to explore the seven E's of enhancing potential that Dungy discusses in more detail and work to use them in practice.
869111	Not really

Survey 11, Question 3 – What key lesson(s) did you learn about leadership from this exercise and/or the group discussion?

Participant #	Response
599462	The survey helped me see myself in the light of my strengths and then pairing this with the theme insights was a powerful tool. I appreciated the group discussion as each person shared.
772657	This was my favorite book this year. However, I also appreciated reading leadership books for the first half of the year, beginning to dig and analyse my own leadership abilities, and become comfortable with the group prior to participating in this book's survey and discussion. Any earlier would have been too soon. Specifically, I learned a lot about my own personal strengths and how to apply them in my own life and ministry.
042310	I learned what my five biggest strengths are. I also learned how some things that I tend to look at in a negative light could be leveraged as a strength. That was very empowering.
753951	Wow! Everybody is not like me- Although they are still high functioning adults and great deviants/leaders.
602934	I'm able to better serve myself and others by understanding my strengths.
014430	It was great to hear everyone's reaction to the findings, really encouraged self-awareness and group awareness.
052398	For me, the survey and book helped me to understand my motivations and natural desires better than before. I think it helps me to understand how I can be satisfied and stay motivated in any position/role/responsibility. If I can tap into these strengths and find an outlet for them in my leadership role, then I can stay engaged and excited for the mission.
929292	I learned that it is truly remarkable how people can lead from such different places, personalities, and affinities. And the other thing that hit me, was that this diversity spanned across traditional boundaries such as occupation type, gender, and age.
010210	The lesson I learned is that no matter what your strengths and talents may be they can be used to lead and impact the team you work on. It was interesting to read about all of the different talents and how they are complemented by others with different talents.
869111	an understanding of my strengths

Survey 11, Question 4 –Did *Strengths Finder 2.0*, the online assessment and/or the group discussion impact your understanding of you as a leader?

Participant #	Response
599462	After taking the assessment, I highlighted the sections of the theme personalized insights in yellow that I felt was a good description of me. I then showed the same section to someone who knows me well and asked them to highlight the theme personalized insights in orange for the characteristics that they saw in me. That was very informative. What I think I project to others is not always what was being received. I also found that there were areas of the strengths that I didn't see in myself, but were evident to others. It also lead to a great discussion with my mentor regarding the results and how to use what I discovered.
772657	Absolutely. The assessment brought forward some strengths that I would have otherwise just considered a personality characteristic, and not necessarily a leadership strength. The assessment and group discussion both gave specific advice and details on how to utilize those strengths in leadership.
042310	I was reminded that I really am called to help people and to teach. My empathy and compassion for others should lead me in the paths that I accept to lead. The discussion also helped me to find some people in the group that have similar attributes and connect with them.
753951	Appreciating my strengths. Better understanding what I have to contribute to those around me, including those I lead.
602934	I believe the clarity gained will allow me to focus more on the things I'm better at and have the tendency to naturally gravitate towards anyway. This will allow me to delegate or at least be aware of my weaknesses.
014430	It highlighted the key lessons mentioned above.
052398	It took a while for this book/survey to sink in. At first, I found the content superficial and self-indulgent. It took some time for reflection and discussion with the group to learn the implications and lessons for me. Now, I feel like I understand a bit more of what tasks and activities will help keep me excited in my volunteer ministries and work.
929292	This book certainly helped me to articulate what motivates me in what I do each day and what gets me excited. It gave me insight into the ways that those things can be used to help a team succeed, but also areas that I need to actively reach out and get help.
010210	The discussion helped prompt me to re-examine my career and life through the lens of my strengths. Based on my top strengths, I also want to try to implement some of the specific talents that I have that differ from others. It helped me realize that everyone brings something unique to the table, and even if your talents don't directly correlate to your work

	there are still ways that you can incorporate them to lead more effectively.
869111	Yes

Survey 11, Question 5 – Did *Strengths Finder 2.0* raise any issues that you would like to explore further?

Participant #	Response
599462	Not really – I really enjoyed learning the strengths of the other members of the class and their interpretation of what it meant to them in their leadership role.
772657	Not really
042310	I would really like to research the "input" strength more to see how it fits me and see how I can use that attribute in my leadership roles.
753951	Not really
602934	Not really
014430	Are these our strengths, or our preferences? Have we trained ourselves toward these preferences/strengths and away from others with our engrained habits? Is that something we should explore? In light of the EHS book, what in our history shaped us toward these, and why? Are they good things or maybe not so good things.
052398	While I think we've touched on this topic, this was the first time I considered motivation and alignment of personality and talent with my leadership during this year. As such, I feel like it deserves more attention from me. It may also be good to do this activity earlier in the year, as I think I would have read some of our other books with the learnings from the survey in mind.
929292	I would like to explore these 5 strength areas further, understand in what ways they match up with my current role, and then help to shape the two to align more closely.
010210	Determining how to best use my strengths in my current position as well as using them to guide long term life and career decisions.
869111	Not really

Survey 12, Question 3 –What key lesson(s) did you learn about leadership from *H3 Leadership* and the group discussion?

Participant #	Response
599462	I enjoyed our discussion during the meeting and I agreed with my classmates that some of the "Habits" felt overwhelming. The Habit of Excellence would be a struggle because the bar of perfection can never be achieved. Seeking improvement is a good goal but the word excellence seemed overbearing for those leaders who will always strive to do the best but can't "cut themselves slack" if they (in their minds) don't feel it was an excellent job.
772657	The importance of establishing healthy habits - and the breakdown of important habits relating to leadership.
042310	I learned (or was reminded) that you can be a leader even without the title. The book said "leaders imagine a different future and change the order of things, regardless of title or position." I liked this as the actual "leadership roles" in my job are not something that I think would be good for me. However, I was reminded that I can lead anyways. The book also helped me to see that we can change our lives by changing our habits. We need to be intentional but it is possible.
753951	To stay innovative with current trends. Also that "my" leadership is not really about me.
602934	It can take 84 days to create habits and it varies by degree of effort and demand. The habits we cultivate makes us who we become- VERY powerful and reflective. I also found the concept of "Being comes before doing" very centering. I also self-identified with the importance of being authentic to our own identity.
014430	I think it was more reinforcing or highlighting...enumerating really, things we maybe are unconsciously aware of so that we can be aware and intentional moving toward and practicing better and better habits.
052398	I appreciate the initial discussion around burnout and finding new fire again. It was helpful for me to read through the chapters and find the habits that resonated with me as needing to be added to my leadership, reinforced in my daily and weekly life, or added back in where it has gone missing.
929292	That leadership can look different depending on the person, but that calling is made by God. We need to take the time to listen to him and find that identity in Him.
010210	Successful leadership requires good habits to be established - it does not just occur simply because you are gifted in a particular area. You must maintain a hunger and drive to improve and seek excellence.



	The key lesson I learned from this book is that successful leadership begins with humility and a solid understanding of yourself, your strengths, weaknesses, and calling in life.
869111	Some of the same ones as the previous books.

Survey 12, Question 4 – Did *H3 Leadership* impact your understanding of leadership?

Participant #	Response
599462	One of the aspects that I felt was noteworthy that the group didn't talk about is on page 57 of the book. This section talks about loving your assignment, not just enduring it. If I am asked, a pretty much always say Yes even if the job really doesn't fall within my interest...maybe I accept the job because I know it is a need and I want to help. This section made me think about leadership roles that "fit" an individual and that will be challenging but work within that person's God given gifts, purpose and calling.
772657	Not really - I found it to be a really hard and boring read. I don't know if it was due to the busy holiday season that I was distracted, but I had a hard time staying focused while reading, and didn't take away much.
042310	I stated in the box above how it reminded me that I can lead without a title. The book also gave me some habits that I want to work on in order to better strengthen myself so that I can be a better leader. I definitely want to work on the habit of margin and finding more balance in my life. It has certainly gotten better, especially through this course but there is room for growth.
753951	It reminded me that leadership can not be stagnant, but needs to be growing and moving forward.
602934	As a continuing trend, I have personally found of all the lessons, books and discussions that this journey has personally been more about me leading myself before I'm able to lead others. I feel like I could reread all the books in 2017 and have an entirely different perspective- from a leading/serving point of view.
014430	Hearing about anyone's leadership journey and learnings is always, always yielding lessons. The author is no exception and his journey offers some nuggets as well.
052398	I found the list of habits to be overwhelming after a while. My take away was that there are many areas in which a leader can focus and specialize. While we'll never achieve competency or strength in all of these areas, there are some that are more natural in which we can blossom and lead, while understanding that there are areas that are weaknesses and need to be filled by others around us.
929292	I loved this quote: "It is by doing what nobody wants to do that you end up doing what everybody wants to do." This lesson provided the freedom to go my own path through conviction to follow God's path for me.
010210	I found H3 to be a very helpful book in understanding leadership. There were several books in the leadership group that focused on emotional maturity, and I appreciated this book's description of this piece and the

	<p>importance of it in the humility section. Specifically, I found it interesting the way that assignment vs. calling were described. That changed my thought around the idea of calling and understanding where God wants me. My calling is more general than my assignment, which may change. This was a new way to look at that for me. The other piece that really impacted my understanding of leadership was the hustle section and discussion around stick-with-it-ness/excellence. I have found that I often get bored in a particular role and leave before I really have the opportunity to see some of the projects I have worked on come to their full maturity. This changed my view and helped me understand the importance of sticking with something even when it is not enjoyable and you may not feel the same passion about it.</p>
869111	Yes - It was more of a recap of our other books.

Survey 12, Question 5 – Did *H3 Leadership* raise any issues that you would like to explore further?

Participant #	Response
599462	I would like to learn about each members' leadership roles and how this book and others books have helped them improve in their varying roles.
772657	Not really
042310	Not really
753951	Not really
602934	Not really
014430	Perhaps more practical versions of the authors self-exploration. Most folks aren't taking sabbaticals to London with their spiritual advisors for a month. I think the principles still apply, but it seemed from group discussion the authors less than average existence created a barrier for the group into seeing the practical applications and value of what he was doing and scaling that in our own lives. I think his experience supports the mentor ship aspect and encouraging our leaders to be to invest in the importance of selecting and working with a mentor is HUGE!
052398	Not really
929292	I got sidetracked in the middle of this book as I felt obligated to have a bigger vision and understanding of my calling. This overwhelmed me as I felt I should have a better handle on this than I do. I would like to explore further the balance between trusting God for each step and having a long term calling/vision.
010210	I would like to explore the habit of team building, margin, and inspiration more in the future. The book discussed several interesting ideas around these, and I want to continue exploring them to see how I can apply them in my own life and leadership.
869111	Not really

Overall Survey, Question 2 & 3 – How many times did you meet with the partner assigned to you from the group? How helpful was your meetings with the partner assigned to you from the group?

Participant #	Response
599462	5-7; Somewhat Helpful
772657	8-9; Very Helpful
042310	5-7; Somewhat Helpful
753951	
602934	0-2; Somewhat Helpful
014430	0-2; Very Helpful
052398	5-7; Somewhat Helpful
929292	
010210	0-2; Slightly Helpful
869111	8-9; Extremely Helpful

Overall Survey, Question 3 –What key lesson(s) did you learn about leadership from *H3 Leadership* and the group discussion?

Participant #	Response
599462	I enjoyed our discussion during the meeting and I agreed with my classmates that some of the "Habits" felt overwhelming. The Habit of Excellence would be a struggle because the bar of perfection can never be achieved. Seeking improvement is a good goal but the word excellence seemed overbearing for those leaders who will always strive to do the best but can't "cut themselves slack" if they (in their minds) don't feel it was an excellent job.
772657	The importance of establishing healthy habits - and the breakdown of important habits relating to leadership.
042310	I learned (or was reminded) that you can be a leader even without the title. The book said "leaders imagine a different future and change the order of things, regardless of title or position." I liked this as the actual "leadership roles" in my job are not something that I think would be good for me. However, I was reminded that I can lead anyways. The book also helped me to see that we can change our lives by changing our habits. We need to be intentional but it is possible.
753951	To stay innovative with current trends. Also that "my" leadership is not really about me.
602934	It can take 84 days to create habits and it varies by degree of effort and demand. The habits we cultivate makes us who we become- VERY powerful and reflective. I also found the concept of "Being comes before doing" very centering. I also self-identified with the importance of being authentic to our own identity.
014430	I think it was more reinforcing or highlighting...enumerating really, things we maybe are unconsciously aware of so that we can be aware and intentional moving toward and practicing better and better habits.
052398	I appreciate the initial discussion around burnout and finding new fire again. It was helpful for me to read through the chapters and find the habits that resonated with me as needing to be added to my leadership, reinforced in my daily and weekly life, or added back in where it has gone missing.
929292	That leadership can look different depending on the person, but that calling is made by God. We need to take the time to listen to him and find that identity in Him.
010210	Successful leadership requires good habits to be established - it does not just occur simply because you are gifted in a particular area. You must maintain a hunger and drive to improve and seek excellence.

	The key lesson I learned from this book is that successful leadership begins with humility and a solid understanding of yourself, your strengths, weaknesses, and calling in life.
869111	Some of the same ones as the previous books.

Overall Survey, Question 4 – Did *H3 Leadership* impact your understanding of leadership?

Participant #	Response
599462	One of the aspects that I felt was noteworthy that the group didn't talk about is on page 57 of the book. This section talks about loving your assignment, not just enduring it. If I am asked, a pretty much always say Yes even if the job really doesn't fall within my interest...maybe I accept the job because I know it is a need and I want to help. This section made me think about leadership roles that "fit" an individual and that will be challenging but work within that person's God given gifts, purpose and calling.
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042310	I stated in the box above how it reminded me that I can lead without a title. The book also gave me some habits that I want to work on in order to better strengthen myself so that I can be a better leader. I definitely want to work on the habit of margin and finding more balance in my life. It has certainly gotten better, especially through this course but there is room for growth.
753951	It reminded me that leadership can not be stagnant, but needs to be growing and moving forward.
602934	As a continuing trend, I have personally found of all the lessons, books and discussions that this journey has personally been more about me leading myself before I'm able to lead others. I feel like I could reread all the books in 2017 and have an entirely different perspective- from a leading/serving point of view.
014430	Hearing about anyone's leadership journey and learnings is always, always yielding lessons. The author is no exception and his journey offers some nuggets as well.
052398	I found the list of habits to be overwhelming after a while. My take away was that there are many areas in which a leader can focus and specialize. While we'll never achieve competency or strength in all of these areas, there are some that are more natural in which we can blossom and leaders, while understanding that there are areas that are weaknesses and need to be filled by others around us.
929292	I loved this quote: "It is by doing what nobody wants to do that you end up doing what everybody wants to do." This lesson provided the freedom to go my own path through conviction to follow God's path for me.
010210	I found H3 to be a very helpful book in understanding leadership. There were several books in the leadership group that focused on emotional maturity, and I appreciated this book's description of this piece and the



	<p>importance of it in the humility section. Specifically, I found it interesting the way that assignment vs. calling were described. That changed my thought around the idea of calling and understanding where God wants me. My calling is more general than my assignment, which may change. This was a new way to look at that for me. The other piece that really impacted my understanding of leadership was the hustle section and discussion around stick-with-it-ness/excellence. I have found that I often get bored in a particular role and leave before I really have the opportunity to see some of the projects I have worked on come to their full maturity. This changed my view and helped me understand the importance of sticking with something even when it is not enjoyable and you may not feel the same passion about it.</p>
869111	Yes - It was more of a recap of our other books.

Overall Survey, Question 5 – What is one of the most significant benefits you received from being a part of this leadership development group?

Participant #	Response
599462	<p>These are the benefits that I received from the group. Since I can only pick one, it would number 2.</p> <ol style="list-style-type: none"> <li>1. Focusing on the characteristics of a successful leader.</li> <li>2. Learning my strengths, weaknesses and areas that need improvement in the area of leadership</li> <li>3. Group discussion of each book.</li> <li>4. Hearing group members share their leadership challenges and successes.</li> </ol>
772657	<p>Really allowed me to personally discover my strengths and learn what a true Christian leader looks like. Specifically thinking of the humility aspect, Christian leaders don't treat or consider "success" the same way as the secular world, and therefore need a different approach and mentality.</p>
042310	<p>Wow, that's a tough one. There were so many benefits. First, it was great to get to know other people in the church more closely and to get to know you more closely. It helped in my relationship with God to spend each month reading a book about Christian leadership. Then I learned a great deal about myself. I learned many of my strengths and weaknesses both as a leader and as a person. I learned that being humble is such a huge part of being a good leader. I learned the pitfalls of leadership and how to stay in balance. I discovered the importance of having people to hold you accountable. It is so great to have a group of people now too that I feel like I can contact if something comes up in my leadership role.</p>
753951	<p><b>The experiences shared during the discussion gave some concrete examples of walking out the leadership concepts we read about.</b></p>
602934	<p>Coming together and growing as a group. I don't believe that reading these books alone would have had nearly the impact that reading and discussing them together has had.</p>
014430	<p>Hearing everyone's experiences and perspectives over the course of the year, developing an understanding of each persons story, strengths, weaknesses, etc.</p>
052398	<p>My key takeaway was an increased self-awareness when it comes to leadership. It has led to a greater level of intentionality when leadership is required and greater sense that, as leaders, we are always leading and being watched, whether or not we are aware. Therefore, I need to keep in my that the influence I have will either</p>

	lead others to a better place or a worse situation, depending on my words and actions.
929292	Having the opportunity to flesh out ideas in a group setting with a diverse group of people on the topic of leadership. This helped the ideas in the source material come to life for me.
010210	I found the discussions to be the most beneficial. Hearing the perspectives and insights of others in the group and balancing that against my own learnings from the book helped develop my understanding of leadership. It also helped develop my understanding of how my own leadership call affects and influences my life.
869111	New friendships with other leaders at Crossway. Deeper relationship with my assigned partner.

Overall Survey, Question 6 – What is one thing I should definitely do again with/in future leadership development groups?

Participant #	Response
599462	The leadership character study of people in the Bible.
772657	I REALLY enjoyed the break in the summer and gathering with the other members and their families. I think it really brought us together and bonded us as a group. I think this was a perfect stepping stone before analyzing our individual strengths and getting more personal with each other.
042310	You should definitely do the Bible character analysis and definitely the strengths finder book.
753951	I liked the Strength Finder book (But also liked many others). I do wish we did the book earlier so that I could filter a lot of my leadership studies through my strengths.
602934	Monthly books
014430	Monthly Dinner & encourage the leadership Summit. I'd emphasize participation and time after to break this apart more. Truly excellent content, could even provide the framework for the end of the year post-summit, as it really needs to be unpacked and reflected on over time and as a group.
052398	I loved the GLS. I would make it "mandatory" in the future. I enjoyed the meals as a group each month. It would be a great loss not to have these.
929292	Start with Humilitas or a similar character defining book up front. This really set the stage as being focused on developing the character of leadership rather than figuring out the how-to's of leadership.
010210	I found doing a character study to be helpful. Seeing how the leadership characteristics we had been discussing were displayed (or not) in characters from the Bible was valuable.
869111	Have partners

Overall Survey, Question 7 – What is one thing I should definitely NOT do again with/in future leadership development groups?

Participant #	Response
599462	Nothing. I enjoyed and found all aspects of the class successful.
772657	I honestly can't think of anything. At first, I really disliked the idea of the bible character study. I didn't think it was in-line with the book reading and discussion. But honestly, after it was completed and discussed with our group, I realized I benefited a lot from it. But, I'd be interested in knowing if other's felt the same way.
042310	I don't think there is anything you shouldn't do again. There were a few books that I wasn't as fond of but others seemed to like them. It is great to have an array of books and that way each person should find one that they really like.
753951	Unsure
602934	I can't think of anything that didn't work. Overall, the experience was consistent, enjoyable and fun.
014430	I'd emphasize the partnerships more and provide some goals & a framework of expectations. And maybe follow up/check-in on progress prior to year end. Kinda of fell to the background with everything else. Its a big ask of time in addition to the group meetings/readings so I think folks will only prioritize it if they can see the vision/value/expected outcomes. I for one feel we didnt take full advantage of that opportunity and truly regret we did not! I think the parings were well thought out and had great potential with a little nudging/nurturing!
052398	Tough to say. There are definitely some books that weren't good, but I think that will be apparent from the surveys. I wasn't a huge fan of the character profiles.
929292	I cannot think of anything too specific here. One thing that was a bit strange was being in a mixed gender group that specifically did not include spouses. Not sure if I would not do it again, but something to think about.
010210	I think future groups could skip the book Being Leaders by Malphurs. I didn't gain much from the book, and it was one of our weaker discussions in my opinion. I think finding a different book to replace that would be helpful.
869111	Keep families from meeting each other.

Overall Survey, Question 8 – What could be added to improve future leadership development groups?

Participant #	Response
599462	Now that I have stepped into a leadership role, I think it would have been helpful to discuss or role play (maybe using your leadership partner) some leadership challenges and then have the group critique our strategy.
772657	I enjoyed our personal one on one together, but it was later in the year, and think it should have been earlier. I know you are a busy Pastor, and it's a big group, but I would prioritize meeting the group members individually as early as possible. That way you get to know them a little better and that can enhance and benefit the discussions.
042310	I think it would be great to have yearly or twice yearly meetings with other leaders who go through the course. It will give us all a chance to chat about our roles and ask for advice.
753951	My partner and I tried several times to meet but kept running into scheduling difficulties and eventually neglected it all together. More check ins around that may have been helpful and provided a little extra push to continue with it. I think it could've been beneficial.
602934	Please see above
014430	Ah...maybe like a team building event during the year or a team project in the last quarter or post group in the first quarter of the following year, opt-in of course. Perhaps allow the team or challenge the team to meet and come up with an idea of how the group could work together to meet some need they see recognize and are passionate about as a team, and contribute something of value to the church as a whole, or specific to the next cohort. Something of lasting contribution, meaning, or impact. Perhaps even an ongoing thing if the team feels the call. Simply a challenge opportunity to work together to demonstrate leadership, teamwork, and maybe even innovation.
052398	I would recommend more emphasis on socialization at the beginning of the year. I got a lot more out of the discussion once I knew folks better. I wish that I had deeper relationship with the group members for some of the earlier book discussions.
929292	Two ideas: One is a structured way for participants to capture the big ideas out of each month to formulate/identify their perspective on Godly leadership. Second one is to identify leadership projects for the participants within the church. This may be asking for a lot, but could be a way to give active experience in practicing the skills.

010210	I think what would help in future groups is having mentors available to meet periodically with those in the group throughout the year. This person would help guide and mature the understanding and development of the person in the group. Having each person set individual goals for themselves to use the learnings from the group I think would help strengthen the learning experience.
869111	A fb page or group messenger.

Overall Survey, Question 10 – How are you/will you use what you gained from this leadership development group?

Participant #	Response
599462	I am much more mindful of the way I conduct myself ~ listen more/speak less, consider the perspective of those I lead, prayerfully seek wisdom in difficult situations and realize and accept my limitations and see that these limitations as opportunities to develop others in those areas to work as a team to reach the outcome.
772657	I didn't think I had the tools to be an effective leader before this group, but the books and the group discussion helped me see that it's not necessarily just the worldly skills that help you lead, but a heart for serving God and His people. I have that, and feel so much more confident in my strengths to get out there. I thank you for leading this group and inviting me to it.
042310	I have really learned a lot about how to have important conversations and not avoid all confrontation. I learned how important it is to be humble and to do things for the greater good, not to impress anyone. I have taken on some greater roles at my school and am using the books I read to try and be the best leader I can.
753951	I will continue to contemplate it. From time to time I am able to see applications of the materials that we covered and how they fit into my workplace and volunteering opportunities.
602934	Shortly after the group started, I felt I needed to narrow down and identify a more specific project to which I could share my life experiences with others and help lead them. I'm not entirely sure of my direction, but this class has taught me that everyone has a platform and humility is a great way to lead others vs. by way of authority.
014430	I will intentionally reflect back on the lessons learned, continue to invest in the relationships built, and try to open my eyes to how God will use the past year as part of His larger plan...it was certainly not by chance!
052398	I got a lot of out of the group. It's hard for me to identify an area of life that hasn't been impacted by the things I've learned. At work, with my family, and in my ministry at church, I have worked to be more intentional in my leadership with focus on service and care for those I lead. I have also put more planning into the development needs of my co-workers and kids and have put time and activities in place to reach these goals with them.
929292	I have already used this in my workplace with regards to what I strive for in my everyday leadership of others. Long term I expect the ideas I have collected here will shape how I interact and lead within the church, within our community, and continuing at work.



010210	I have been using (or trying to use) what I have learned each day in my job as I interact with others as well as those that work for me directly. I am also working to incorporate the principles I learned into my day to day life - especially some of the habits mentioned in the L3 book. Outside work and my own personal habits, I have been trying to interact with others and lead in any setting from a standpoint of emotional intelligence and spiritual maturity. At times this is easier said than done, but through prayer and continued reflection it will continue to improve.
869111	I have already used many of the principles and strategies in my leadership roles.

## APPENDIX D

### Discussion for *In the Name of Jesus*

1. What does Nouwen mean by the “temptation to be relevant”?
    - a. This is similar to “You are loved for what you do.”
    - b. This tempts us to serve/lead in order to be loved.
  2. What are the dangers in serving/leading out of a need to be needed? or because we crave the love and approval of others?
  3. What does Nouwen mean by leading out of our vulnerable self? Stepping into “a deep solidarity with the anguish underlying all the glittering success”?
  4. Do you know a leader who has led this way with his or her people?
  5. The challenge is to live in a relationship of love with Jesus – being loved by him and loving him. What difference does it make to serve out of being the beloved?
  6. How can you know, rest and live in Christ’s love for you?
- 
1. Do you ever find yourself wanting to be the self-made man or woman, who has it altogether, wowing the people you serve/lead? Do you ever find yourself wanting to fix everyone and everything?
  2. What are the dangers in serving/leading for the approval and applause of others?
  3. How can you serve/lead with the awareness that “It is Jesus who heals, not I; Jesus who speaks words of truth, not I; Jesus who is Lord, not I”?
  4. How does doing ministry in relationship, in community guard against this danger?
  5. Why is confession/forgiveness important for doing ministry in community? Why are we scared of confession and forgiveness?
- 
1. Why is it important for leaders to be good followers?
  2. How do you battle being in control?
  3. How does “power offer an easy substitute for the hard task of love”?
  4. Nouwen talks about “being led where you do not want to go.” Is he calling for passivity? If not, why not? How do you merge saying no to power and control and saying no to passivity?
  5. Nouwen talks about a leader helping people see God at work. Why is this important for a Christian leader?
  6. Nouwen is advocating leaders be “people who are so deeply in love with Jesus that they are ready to follow him wherever he guides them, always trusting that, with him, they will find life and find it abundantly.” (83-84)

### Discussion Questions for *Humilitas*

- 3 What struck you as you read this book?
- 4 What is humility not?
- 5 So what is humility?  
The noble choice to forego your status and use your influence for the good of others before yourself. To hold your power in the service of others.
- 6 When you think of people you know or have known, who are humble? Why?
- 7 Humility presupposes your dignity. T or F? Why or why not?
- 8 Humility is willing. T or F? Why or why not?
- 9 Humility is social. T or F? Why or why not?
- 10 Humility is more about how I treat others than how I think about myself. T or F? Why or why not?
- 11 The author talks about influence through humility. How does one influence through humility?
- 12 What do you think about Dickson's description of leadership: the art of inspiring others in a team to contribute their best toward a goal.
- 13 What are your thoughts about the author's four tools of leaderships?  
Ability.  
Authority.  
Persuasion  
Example
- 14 Why does the author suggest that persuasion and example are the most important tools?
- 15 Why is humility common sense?
- 16 Why is humility beautiful?

## APPENDIX E

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## EDUCATION

**Doctor of Ministry**, in Pastoral Theology in Practice, Gordon-Conwell Theological Seminary, South Hamilton, MA. Thesis-project: *A Legacy of Leaders: Developing Leaders in the Local Church*. Supervising Professor: Dr. David Currie. Anticipated graduation May, 2017.

**Master of Divinity**, Cum Laude, Gordon-Conwell Theological Seminary, South Hamilton, MA. May, 2013.

**Bachelor of Arts**, Bible, Milligan College, Milligan College, TN. May, 1989.

## PUBLICATIONS

Kastens, R.E. "Using Evernote for Sermon Illustrations." *Christian Standard*. March, 2015.

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